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# Proceedings of the National Human & Community Development Workshop

San Antonio, Texas  
February 24 - 28, 1992

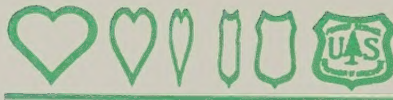


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## Human Resource Programs

The "Heart" of the Forest Service ■ Building a Better Tomorrow





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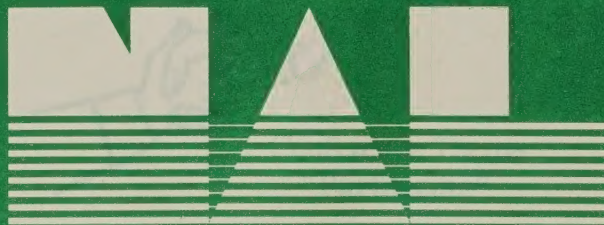
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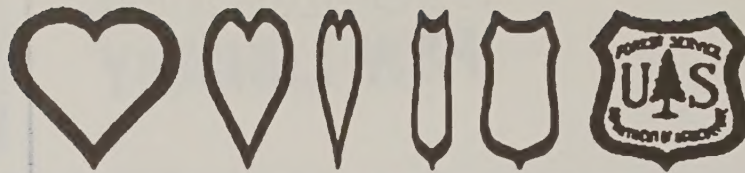
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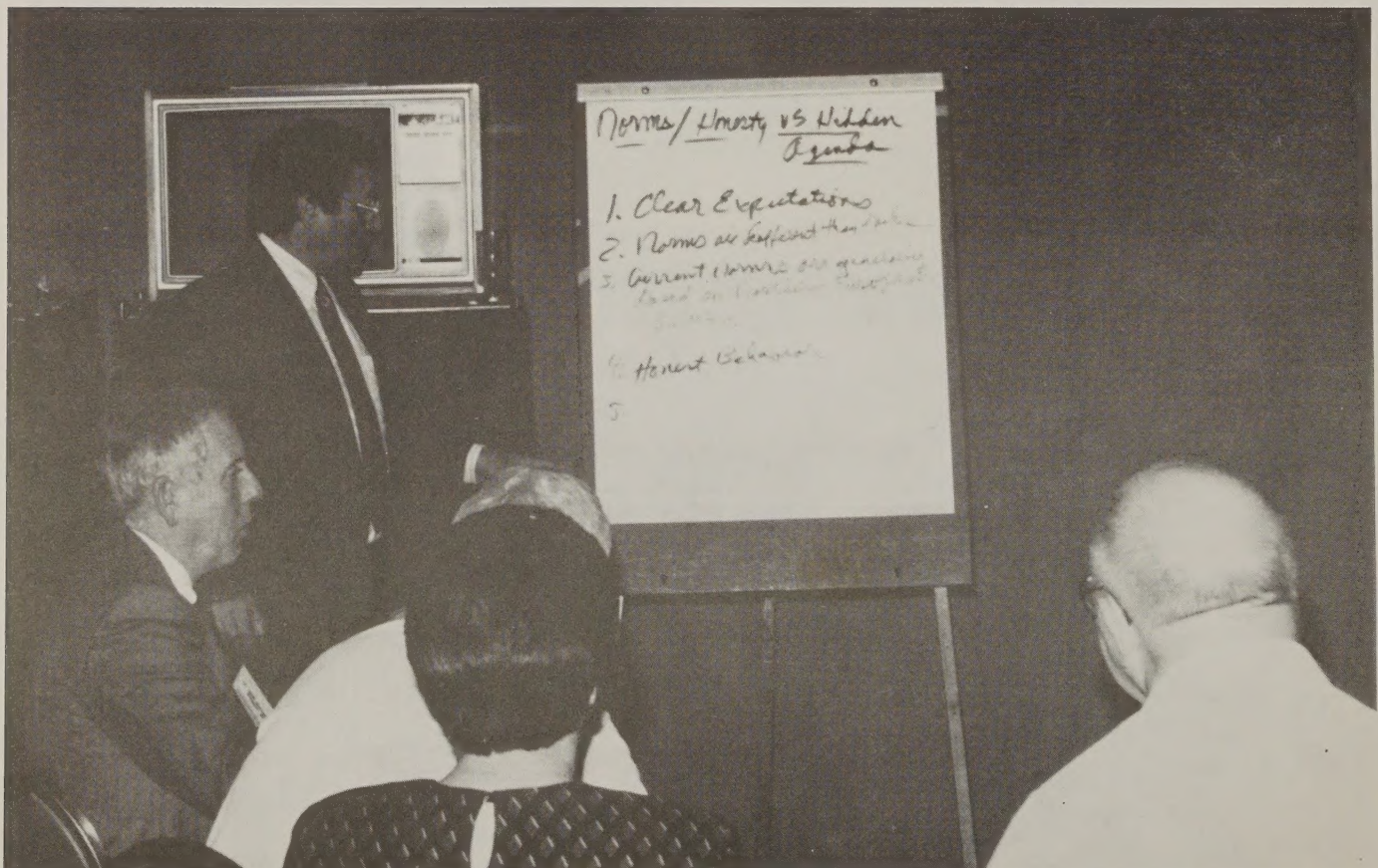






## Mission/Vision

The Human Resource Programs Staff  
creatively strives for quality  
as we administer and host programs that  
provide work, volunteerism, training, and  
educational opportunities to the  
unemployed, underemployed,  
elderly, young,  
and others with special needs.







I can't think of a more appropriate place to be in my career than associated with the Human Resource Programs (HRP). They have a high priority within the Forest Service and serve an important role in accomplishing our mission. In some regions, it would be difficult if not impossible for them to carry out their programs without HRP.

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The Human and Community Development Conference was charged with a great deal of excitement, electricity, and anticipation. Many times over, I heard comments such as, "This is the best HRP conference that I have attended." This was my first opportunity to interact with so many of the HRP family and partners. I can assure you that I left the conference recommitted toward pledging my resources to the aims and objectives of the HRP.

I congratulate you on an outstanding conference. As I have always said, "I'm a people person in the people business."

A handwritten signature in cursive script that reads "Fay L. Landers". The signature is fluid and stylized, with the first and last names being more prominent.

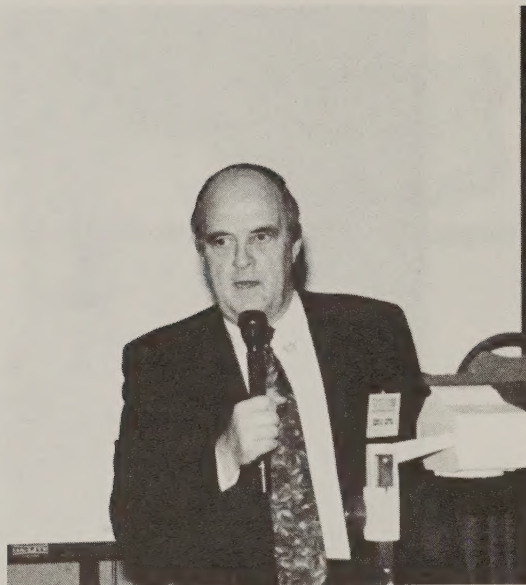
Fay Landers  
Associate Deputy Chief  
Washington Office, Administration

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***"Human Resource Programs permeates the entire spectrum of the Forest Service."***

Vertis Stovall, Jr.

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Human Resource Programs are not just support programs but mainstream programs that affect all America. As we go through the nineties and into the year 2000, we must look at tomorrow with an eye toward continuing to develop all of our human resources to meet the challenges ahead.

Human resources are a vital part of the Forest Service and must continue to permeate every section of the agency. It will be virtually impossible to overcome all of the challenges that lie ahead if we do not have programs in place to meet the demand. We must continue to be creative and imaginative, expanding our horizons to make use of all our human resources.

The theme of our conference was "Partnering." We must combine our efforts if we are to achieve our common goals. By working together, we can make a difference.

A handwritten signature in dark ink, reading "Irving W. Thomas". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Irving W. Thomas  
Director, Human Resource Programs

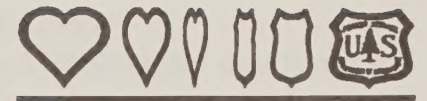
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***"Some things make us feel real tall, as if standing above the highest steeple. That's how I feel after many hours, with people who love people."***

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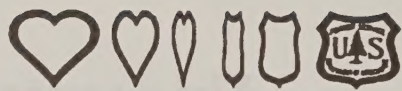
Al Hall





# Day 1 Understanding

Welcome  
Objectives/Agenda/Focus  
Program Overview



## Day 1: Understanding

**Welcome** Robert Erickson, Deputy Regional Forester, R-8  
Irving Thomas, Director, WO-HRP  
Fay Landers, Assoc. Deputy Chief, WO-ADM

**Objectives/Agenda/Focus** Katherine Allen, Branch Chief, WO-HRP

Community Service  
Terri Jenkins, WO-HRP

Senior Community Service Employment Program  
Guanda Veney-Fitch  
Program Manager, WO-HRP

Volunteers in the National Forests/TAP  
Don Hansen  
Program Manager, WO-HRP

Take Pride in America/Federal Bureau of Prisons  
Vertis Stovall  
Program Manager, WO-HRP

**Program Overview** Hosted Programs/Youth Conservation Corps  
Ransom Hughes  
Program Manager, WO-HRP

Guest Speaker  
Dr. Ben Bessell  
LuBen Associate



Moderator: **Ron Greenwald, R6-HRP**

Purpose of meeting: **Human and community development**



## **Welcome**

**Robert Erickson**  
Deputy Regional Forester, R8

Welcome to Region 8, which consists of 13 states from Texas to Virginia to Florida and includes Puerto Rico. We have 16 forest supervisors, 105 rangers, and a very balanced program with all functions well represented. Region 8 has a \$330-million budget with 4,100 full-time employees (FTE's), 8 Job Corps, 1,700 Senior Community Service Employment Program (SCSEP) participants, and 8,000 volunteers. We have a \$28-million Job Corps program and \$8 million for other HRP programs. Region 8 has the largest recreation program in the USDA Forest Service, with 45 million people living within 50 miles of Region 8 national forests and grasslands. We have close relationships our State foresters and with two research stations.

Although we have 38 New Perspectives projects in Region 8, we need to look at new approaches in HRP, too. The Forest Service has utilized HRP programs for many years to accomplish work and enhance training, volunteer, and employment opportunities for many segments of our society. New types of initiatives such as Take Pride in America, National Volunteer Recognition Programs, and Bureau of Prison Agreements are on the horizon and give us even more opportunities to develop a variety of partnerships with our publics. Each of our regions/area/stations utilize these programs differently to meet the needs of the public and the unit itself.

Hopefully, this week, with us here all together, we can take this golden opportunity to share, learn, and grow as we discuss what and how we do what we do and the benefits. This meeting is a good checkpoint to see how we can manage our programs more effectively. We need to ensure that our HRP programs are administered in a wise and fair manner where benefits are maximized for the agency and the public as well.

On behalf of Region 8, I welcome you. Don't just come to visit us; come down and work with us!

**Irving Thomas,**  
Director,  
Human Resource Programs, WO

This group is diverse and varied, and there is good variety in the agenda with something for everyone. Our conference theme is "Partnerships," the answer to growth in HRP.

HRP work is the highlight to my career. It gives you a chance to make a difference.

The mission of HRP is that the HRP staff creatively strives for quality as we administer and host programs that provide work, volunteerism, and training and educational opportunities to the unemployed, underemployed, elderly, young, and others with special needs. This mission statement is being rewritten. The programs are not simply support programs to the Forest Service mission. They are mainstream or mainline programs and represent social service programs for the agency. There are many challenges in the Forest Service, and HRP has good news.

"Go forth and make a difference!"

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**Fay Landers**  
Associate Deputy Chief  
for Administration, WO

I'm a people person in the people business. Unfortunately, 1 of 4 entering high school will not graduate, 25 million Americans are illiterate, and one-third of our senior citizens live alone. I hope our experiences at this conference will bond us closer together.

### **Objectives/Agenda Focus**

**Katherine Allen**  
Branch Chief  
Human Resource Programs, WO

Our theme is "Partnering," which is an action verb, and the result is PARTNERSHIPS. We are only limited by our imagination and time.

The objectives of the meeting are to:

- Network—build and strengthen relationships externally and internally
- Work on key program issues
- Recognize some special programs and people—celebrate successes
- Identify new partnering opportunities.

The people part of the Forest Service—these programs—take place in the field. You are the key to their success.

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***"If you want to make the world a better place  
take a look at yourself."***

Ann Harrison-Kravis

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**Community Service—  
Points of Light Initiative**

**Terri Jenkins**  
Program Assistant  
Human Resource Programs, WO

I am the fruits of your labor! I joined the Forest Service through the Job Training Partnership Act (JTPA) and Stay-in-School Programs, and I am proof that the programs work.

The Points of Light Initiative (POLI) is dedicated to solving social problems through community service. Over \$7.5 million was apportioned to the Points of Light Foundation through the National and Community Service Act of 1990. To date, over 840 Forest Service employees have been nominated for Points of Light recognition, a number that represents both individual and group efforts.

Bookmarks promoting the program are available and can be requested from the Washington Office. The bookmarks say,

“When you help and make a difference in your community,  
you get back all you give!  
Do something good!  
Feel something real!  
Be a Point of Light!

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ACTION has now merged and is under the direction of the Points of Light Foundation. In this way all organizations benefit.

Handouts included the bookmark; a list of the POLI Board of Directors; Secretary's Memorandum 4230-8, dated July 22, 1991, titled “‘Points of Light’ Recognition Program”; the Points of Light White House Initiatives (1989-1991); USDA Points of Light Initiative; and “Point of Light” song.

**“Point of Light”**

Words and Music by Don Schlitz and Thom Schuyler

There is a point, when you cannot walk away.  
When you have to stand up straight and tall, and mean the words you say.  
There is a point you must decide, just to do it ‘cause it’s right.  
And that’s when you become a Point of Light.

There is a darkness, that ev’ryone must face.  
It wants to take what’s good and fair, and lay it all to waste.  
And that darkness covers ev’rything in sight.  
Until it meets a single Point of Light.

All it takes is a Point of Light, a ray of hope in the darkest night.  
If you see what’s wrong, and you try to make it right.  
You will be a Point of Light.

There are heroes whose names we never hear,  
A dedicated army of quiet volunteers,  
Reaching out to feed the hungry, reaching out to save the land,  
Reaching out to help their fellow man.

There are dreamers who are making dreams come true.  
Taking time to teach the children there’s nothing they can’t do.  
Giving shelter to the homeless, giving hope to those without.  
Isn’t that what this land’s all about.

One by one, from the mountains to the sea,  
Points of Light are calling out to you and me.  
All it takes is a Point of Light, a ray of hope in the darkest night.  
If you see what’s wrong and you try to make it right.  
You will be a Point of Light.

**Senior Community Service  
Employment Program  
Guanda Veney-Fitch,**

**Program Manager  
Senior Community Service  
Employment Program, WO**

June 1992 will be the 20th anniversary of SCSEP, and its continued success depends on utilization and coordination of partnerships. We just completed a Department of Labor review with good results. We will be streamlining the program, with unsubsidized placement as the number one challenge, and dealing with equitable distribution of positions as number two. The agency has hired 200 SCSEP workers, one-third of our unsubsidized placement for FY 1990.

**Volunteers in the National  
Forests/Touch America Project**

**Don Hansen  
Program Manager  
Volunteers and Touch  
America Project, WO**

**DID YOU KNOW THAT...**

- The 20th anniversary of Volunteers in the National Forests Act will be May 18, 1992?
- Individual volunteers and sponsored volunteers are persons, groups, or organizations who give time and talent to advance the mission of the Forest Service, and they receive no salary or wages?
- There are two formal agreements that the Forest Service utilizes to document the service of volunteers and describe the terms and conditions governing service?
- A person almost any age can volunteer with the Forest Service?
- Federal employees, retired Forest Service employees, and families and relatives of Forest Service employees are eligible for volunteer service?
- There is an interagency volunteer application?
- Legislation is provided to:
  - Cover volunteers with the Tort Claims Act
  - Cover volunteers that are injured (for FY 990-91, we had 69 incidents costing more than \$161,000)
  - Cover incidental expenses of volunteers
  - Allow volunteers to act as collection officers
  - Protect claims related to damages or loss of personal property?
- Volunteers can wear special Forest Service uniform components?
- Volunteers need training and adherence to safe work practices?
- International visitors/volunteers from 16 countries participated in the program last year and that they needed special visas?



- Volunteers can be recognized publicly for services related to Forest Service activities, and nominations are due March 10 this year? (Within the past three years, we issued 400 1,000-hour certificates of appreciation.)
- National Volunteer Week is April 26 through May 2, 1992?
- Colorado State University offers a course: "How to Work with Volunteers"?
- TRAIL Boss is a volunteer program for teaching resources and individual leadership?
- The Touch America Project is a volunteer program for 14-17 year olds?
- There is a national reporting system for accomplishments due November 15 annually, and volunteer service accomplishments for FY 1991 and for the first 20 years are:

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	FY 1991	1972
Participants	94,585	almost 700,000
Person years contributed	2,186	over 22,000
Person hours contributed	3,934,800	over 40,000,000
Appraised value	\$33.8 million	\$277.5 million

- We need you!

As a challenge, please share your ideas with others and develop partnerships.

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***"The Forest Service and the Georgia Mountains Archaeological Society took a foret need and accomplished it with a volunteer partnership."***

Luana Kitchens

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**Take Pride In America Program/  
Federal Bureau of Prisons**

**Vertis Stovall, Jr.**  
Program Manager, Human  
Resource Programs, WO

The new director for the Take Pride in America Program is Ann House Quinn. This year, the Take Pride in America Program is expected to receive more than 800 nominations for consideration in the awards program. The winners will be selected by a blue ribbon panel of judges headed by Secretary Lujan (Interior). National winners will represent 35 States, the District of Columbia, and Puerto Rico. They will be honored in a ceremony on July 21 in Washington, DC, which will include other program participants. The Take Pride in America National Awards Program recognizes individuals and public and private organizations which have contributed to the wise use of America's resources. Individuals and groups competed in 10 categories including: constituent organizations/civic associations, businesses/corporations, youth, media, educational institutions, individuals, public/private partnerships, and local, State and Federal governments agencies.

On June 13, 1991, the Forest Service signed an interagency agreement with the U.S. Department of Justice, Federal Bureau of Prisons. This agreement establishes Cooperative Minimum Security Inmate Work Program that allows inmates to perform work on Forest Service land. The inmates are providing free labor to the Forest Service, and, other than the startup cost, no funds are associated with this program. Since our initial pilot program on the Allegheny National Forest, managers throughout the Forest Service are now beginning to realize the mutual benefits of this program.

On the Sam Houston National Forest in Texas, we have the first all-female agreement with the Federal Bureau of Prisons. Effective June 1, participation will increase from 30 to 100 inmates.

On May 16, 1991, the Forest Service signed a master participating agreement with the CEIP Fund, Inc. Essentially, this agreement focuses on the recruitment of individuals who are seeking employment in the natural resource environmental field. A significant part of this organization's effort is the recruitment of minorities. It certainly provides us with another tool to strengthen our diversity efforts.

Since the initial development of the Rural Development Strategic Plan, HRP has continued to play a significant role in the implementation of policies and procedures relative to this program. In July, a communications plan will be developed for internal and external markets for implementation in FY 1993. HRP is the lead office regarding all rural development activities within administration.

We've come a long way with HRP. Thank you for your support.



**Program Overview  
Hosted Programs/  
Youth Conservation Corps**

**Ransom Hughes**  
Manpower Development Specialist,  
Human Resource Programs, WO

There are many programs under the Forest Service's Hosted Program. Under JTPA, Title II, there are those for disadvantaged adults and youth and summer youth programs. Under JTPA, Title III, there are employment and training assistance programs for dislocated workers. Under JTPA, Title IV are programs for Native Americans, migrant seasonal farm workers, and veterans.

Accomplishments for 1991 for hosted programs were:

Work accomplished	\$1.9 million
Participant	23,936
Person years	1,229.35

I would like to focus on the Student Conservation Association (SCA), which is also under the Forest Service Hosted programs. Last year (FY 1991), the Forest Service participated in the high school work group sponsored by the SCA involving 164 youths. In the Resources Assistants Program, we had 297 young college students. The focus of this program is multicultural resource diversity in environment and conservation careers. Marta Kelly is the national director of the Conservation Career Development Program (CCDP).

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Another Forest Service Hosted Program is the National and Community Service Act of 1990, which provides Federal matching funds to States for youth corps and school- or college-based community service programs. The four major programs are:

- Serve-America, where school-aged youth are involved in service to the community and adult volunteers are involved in the schools
- Higher Education Innovative Projects for Community Service, where higher education institutions or public or private nonprofit agencies work in partnership to support student community service projects or teacher training in service-learning methods
- American Conservation and Youth Service Corps Programs, where teenagers and young adults receive job and skill training, living allowances, and scholarships for full-time, year-round, or summer conservation and youth service corps programs
- Full-Time and Part-Time National and Community Service Programs, where as many as eight States and Indian tribes may receive funds to test national service programs, which will engage individuals ages 17 and older in full-time or part-time service, with participants receiving education or housing benefits upon completion of their term of service.

In Youth Conservation Corps (YCC), from 1971 to 1980, funding went from \$2.5 million to more than \$54.8 million. Number of youths served during this period increased from 2,676 to 46,808 (1978). The appraised value of work grew from \$1.7 million to \$77.3 million (1979), and residential programs grew from 64 to 1,598 (1978).

Since 1980, the YCC Program has decreased in enrollment and appraised value of work accomplished. In 1991, YCC served 1,230 youths and work accomplished appraised value was \$3.4 million. The Forest Service spent \$1.8 million in funds taken off the top of appropriated funds.

### **Feeling Good About Yourself and Your Job**

**Dr. Ben Bissell**

President, LuBen Associates  
Richmond, Virginia

I disliked myself and my job and was at a low point in my life. I discovered others disliked their jobs, too. We spend more than one-half of our waking hours at work, many of them depressed. You can be unhappy if you want to, and some people are happiest when they are unhappy or sick.

My suggestions are:

- Know how to do your job. You must have the knowledge and must be willing to learn as your job changes and new information is available. It's good to be constantly learning.
- Know your image. You should constantly stay in touch with your image. How others see you is different from how you see yourself. It's helpful to tell others about their unpleasant mannerisms, habits, or work deficiencies. You need to get feedback on your management style and change it. The thing you do to make people do what you want is often the reason you don't get it. Nagging is an example of that. The truth will set you free, but first it will hack you off.
- Ask for what you want; don't wait for it to come to you. You were taught as a child not to ask for things, and you often refuse to ask for what you want. You must ask and not simply hope that someone will know what you want, then get mad when they don't deliver. As long as you don't ask, you don't get the "NO," and you hope for the "yes." Hope deferred brings weariness to the bones.
- Take care of yourself. Know your limits. You must listen to your body. You're overtired and feel like you must do too much. If you love someone, you don't kill them. Ask for others to help out and share the work. Don't bury your feelings of sadness or anger; that invites depression. Feelings and behavior should not be two different things. When you shut down feelings, depression sets in. Remember: repression creates depression.



Here are four clues to save your life:

- A body part will act up.
- Breathing speeds up or slows down.
- Pay attention to your eating habits. (Slow down if you're eating too fast.)
- Sleeping pattern (insomnia or too much sleep—overtired).

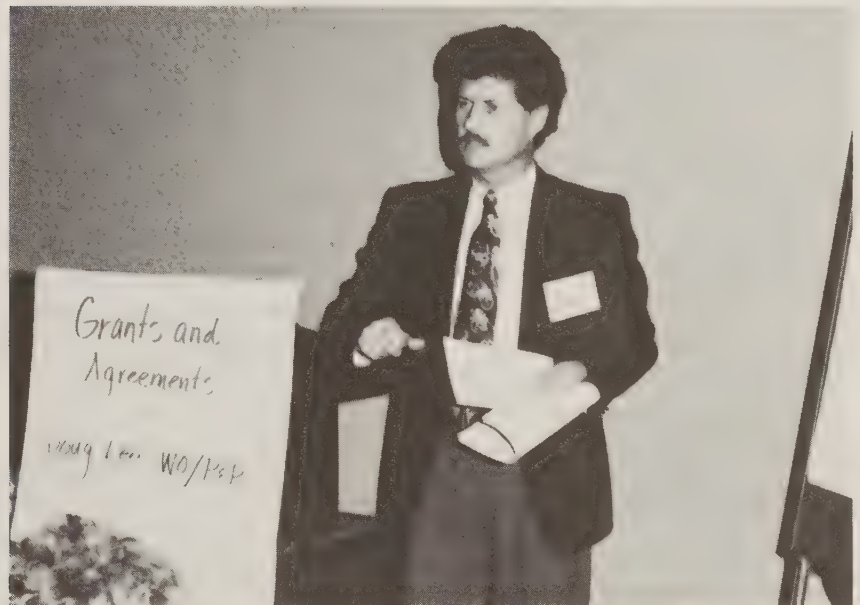
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***"When you accomplish something, it's because you had a dream."***

Pam Godsey

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**A Healthier You** Tai-chi is the moving meditation, the supreme, ultimate form of health exercise that focuses the mind. Tai-chi takes 8 weeks to learn and 20 years to master with a 1-hour lesson per week and a minimum of 15-20 minutes practice per day. Tai-chi helps us approach problems and promotes our health and awareness.

**Richard Rood**  
Metro on Aging  
San Antonio, Texas

Stress is one of our greatest health concerns today, and relaxation is the converse of stress. The more we relax, the more we reduce stress. The five principles of tai-chi are:

- Balance—tai-chi enables people to strengthen balance and well being
- Grounding—fasten our center to the floor
- Relax—the most important principle
- Chi—our inner energy and inner strength, the energy that flows through acupuncture meridians. In the body, 12 meridians are associated with our organs
- Let yourself be—related to awareness; leave yourself alone; don't pick on yourself.

We must have all five principles to have control. When we get uptight or stressed, our shoulders and neck muscles tighten, frequently causing headaches, and our breathing speeds up.

Three volunteer conference participants did two tai-chi exercises, and the class did an exercise where we stood with feet apart and shook our hands slowly, then faster, and finally slowing down again.

**Senior Community Service  
Employment Program National  
Program Overview**

**Wilbert Solomon**  
Chief, Older Workers Programs  
Department of Labor, WO

My presentation is about current direction in Employment Training Council concerning program quality and how our efforts can best be redefined to enhance the older worker work force toward the year 2000. In view of congressional instructions that the program remain essentially unchanged, there should be an effort to upgrade the quality of community service positions so the jobs meet community needs as well as employment needs of the enrollees.

Deputy Director for Human Resource  
Programs, Wilburn See, introduced  
Wilbert Solomon

SCSEP's focus has remained essentially intact during its 25-year history, but considerable attention has been given to transition services (placement in unsubsidized employment) in the past 10 years. The program has a current transition goal of 20 percent annually, which is regularly exceeded by program sponsors.



## Targeting

SCSEP participants must:

- Be 55 years old or older
- Have income not exceeding 125 percent of the poverty level established by the Department of Health and Human Services
- Live in the State in which the project is located.

Sponsors must provide:

- A job with wages (higher of the Federal or State minimum
- Skill acquisition or enhanced opportunities
- Periodic physical examinations
- Personal and employment counseling
- Assistance in transition services (enrollment priorities are given to eligible individuals 60 years old or older, those seeking re-enrollment following termination due to illness, and those returning from unsubsidized employment).

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Sponsors are to consider which eligible individuals are most in need.

SCSEP has provided employment and training to those most in need. To shift the approach to those with "poor employment prospects" would run counter to congressional instruction to continue to place emphasis on transition services.

Targeting individuals who have "poor employment prospects" tilts the scale toward the perpetuation of the income maintenance approach and provides no incentive for enrollees to transition. This sentences them to a lifetime of program participation by supplementing social security with a part-time minimum wage position. Should SCSEP be refocused to reach the eligible population who have the potential to return to the work force through transition after training exclusive of enrollee needs?

SCSEP has been attempting to deal with mixed program priorities related to targeting, i.e., enrollee potential for employability, how best to serve the older senior citizens, and the scope of service to those most in need. These mixed priorities have caused some projects to have lifetime enrollees; many projects are not meeting transitional goals; and many enrollees are not receiving training opportunities.

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*"Our theme is 'Partnering,' which is an action verb, and the result is PARTNERSHIPS."*

Katherine Allen

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Attention should be given to assist program sponsors with the following questions:

- Is lifetime enrollment in the best interest of the SCSEP and the enrollee?
- What is the expected transition outcome for a wage intensive program like SCSEP?
- What has been the value of training leading to transition, and has the training made a difference?
- Was the unsubsidized job consistent with the training received in the program?

We must consider the needs of the enrollees and their expectations from the program. Older enrollees may have no desire to return to the work force and may be intent on supplementing their social security income through SCSEP. Are they suitable candidates for program participation when transition could be inappropriate?

The question of “income maintenance,” the needs of the enrollees, and the transition outcome are legitimate issues that must be assessed in any discussion of quality.

### **Assessment**

Assessment and evaluation of enrollees take into account their work history, skills, aptitudes, and other factors and help determine the most suitable SCSEP job assignment. Further assessment is made, at least annually, to determine the enrollee’s potential for transition to unsubsidized employment.

Recent monitoring results have shown that assessment and reassessment of enrollees do not focus sufficient attention on the comprehensive needs of the enrollees. Some sponsors provide a part-time job to meet a community need with little attention given to the needs of the enrollees. Few sponsors consider “employability plans” for enrollees exhibiting a desire to return to the workforce on a full-time basis. The same is true for the development of a “service plan” for enrollees with non-employment goals. One explanation is the traditional approach to the program that SCSEP is a wage-driven labor intensive employment and training program.

Limited funds are available for training enrollees. To promote quality through better assessment requires a strategy that includes development of enrollee plans with a goal of the best possible outcome for the participants. These plans could include participants’ skills and talents, their need for supportive services, and their capabilities.



This approach has been recommended by the House in proposed legislation for reauthorization of the Older Americans Act. According to the House, "...projects would provide training and employment counseling based on strategies that identify appropriate employment objectives and the need for supportive services." With this approach, we could ensure that participants are benefiting from program participation and learning new skills.

## Coordination

Program coordination and integration have been major emphases of older worker programs for several years. Coordination conferences included staff members of SCSEP, JTPA, and area agencies on aging, allowing them to share mutual concerns. Opportunity to improve the working relationship among participating programs, thus building a viable network to intensify the delivery system of older worker programs, was a major benefit.

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Training was provided in such areas as principles of effective coordination, reaching the hard to serve, recruitment, outreach, and job development.

These efforts have produced tangible products. In Region 4, a Southeastern Regional Older Workers Council was established. The council meets on a regular basis, and the emphasis on older worker employment and training has increased measurably. Region 10's older worker emphasis is consistent with the Employment Training Association/Agency on Aging memorandum of understanding, and they have established an Older Worker Workplan to promote coordination. Region 3 is establishing a network to exchange ideas on the training and placement of older workers. AOA is an integral participant in these processes. National and State SCSEP grantees are forming coalitions at the local level.

These examples are results of the emphasis we placed on involving the older worker in the employment arena. This initiative will provide significant benefit in the discussion for building quality in older worker programs. The time is right, and the receptivity for building this base is good. We are addressing the coordination issue from two standpoints:

- Policy direction and guidance
- Technical assistance.

In planning for the next 2-year JTPA grant funding cycle (beginning July 1992), we should work with JTPA to develop a coordination policy and strategy. This policy focus should be incorporated into the JTPA grant instructions. Additionally, older worker staff could review State plans, upon submission to the national office, to determine the degree of planning under this coordination strategy.

Whatever the outcome of JTPA reauthorization and the subsequent publication of program regulations, older workers will be given special emphasis as a “special population” to meet the 3 percent program or its replacement. We could work in tandem with JTPA on any proposed rule-making designed to address older workers’ issues.

The new federalism and the policy of local determination have not caused ETA to address the specific need for coordination between JTPA and Title V from a national policy standpoint. Some guidance is being provided in a Training and Employment Information Notice No. 8-91, encouraging JTPA/Title V program coordination. It focuses on providing direction and guidance to the system on coordinating services.

Calendars are being shared on all meetings of our respective programs. Plans are underway to establish an older worker track during major national organizations’ meetings—such as National Association of Counties, U.S. Conference of Mayors, National Governors Association, and the National Alliance of Businessmen (NAB)—with an emphasis on coordination. “Keeping Older Workers Involved” was the focus of the 1991 NAB national conference.

## Goals

Performance standards have never been established for the older worker program; however, Congress has recommended, during periods of reauthorization, that the Department of Labor emphasize transition services to provide unsubsidized placement for participants. The goal is 20 percent annually, which has been exceeded each year. A study of transition services has not been conducted to determine if the unsubsidized placements are quality or satisfactory placements, but experience has shown that many placements are marginal. There should be a standard of quality applied to the unsubsidized placements.

Any sponsor that makes 10-percent placements, but puts participants in jobs that are better than their SCSEP position, may be doing more than one who places 25 percent in menial jobs.

We should take a look at the placement non-unsubsidized placement terminees to determine what has happened to them. Currently, they constitute approximately 75 percent of participating enrollees. What benefits accrued to them from program participation?



**Interaction with the  
Leadership**

**Wilbert Solomon**  
Chief, Older Workers Programs,  
Department of Labor, WO

**Irv Thomas**  
Director, Human Resource  
Programs, WO

**Question:** As a result of reauthorization, will the placement rate go from 20 percent to 25 percent?

**Answer:** As performance increases, the rate could be affected. It's been raised because the Forest Service was meeting the previous goal.

**Question:** Is there a program?

**Answer:** We'll go to sponsors and ask for a survey on quality.

**Question:** How does the Department of Labor come up with these goals, and where are the jobs?

**Answer:** Two of ten would be placed in jobs. We serve 100,000 people in programs nationwide. This will be done to give sponsors a goal at which to shoot. There are no training dollars for older workers.

**Question:** With the economic downturn, will there be any relief for communities losing their economic base but who are overserved?

**Answer:** We don't propose to do anything with equitable distribution. I don't see any relief. I think it's better than it was. It's not easy to move slots.

**Question:** Is the Forest Service prevented from expanding horizons and moving into the community?

**Answer:** The Department of Labor is funding you without restrictions. The Forest Service needs to look at this. We're not using Forest Service money; we're using Department of Labor dollars.

**Question:** Regarding assessments and coordination with JTPA, is there a possible move toward reorganization?

**Answer:** As we do a better assessment, it could be going that way.

**Question:** The cost of living is different in different parts of the country. How will the Department of Labor address the amount of underservice in some counties?

**Answer:** We'll revisit income eligibility criteria and get that kind of feedback.

**Question:** What about coordination with the regional offices on JTPA?

**Answer:** We're working with the regional offices to determine JTPA and Title 5. There were 1,200 JTPA types at a conference in Dallas, and San Francisco has a massive regional coordination policy.

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***"Go forth and make a difference!"***

Irving Thomas

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**Coordination with Job  
Training Partnership Act**

**Niall Rogers**  
Regional JTPA Specialist  
Department of Labor, Denver, CO

The Job Training Partnership Act is a simple law implemented in a complex fashion. JTPA doesn't create jobs. It gives skills to participants to make them more employable.

Older workers are primarily served under Title II of the JTPA, and States are required to expend 3 percent of their 2A funds for a specific program for older workers. Older workers should be served in the local program as well. In order to access the older worker funds (3-percent funds), potential program operators should contact their State Job Training Coordinating Council (FJTCC).

If the proposed amendments pass, then that State program may end, and older workers would be required to be served at a certain percentage level by local programs. In that case, the access would be with Private Industry Councils (PIC') at the local level.

The Forest Service is one of nine national sponsors with the Department of Labor. Most of the rules can be changed in local communities.

**Department of Labor  
Review and Unsubsidized  
Placement**

**Katherine Allen**  
Branch Chief  
Human Resources Programs, WO

Provided handout of management information for SCSEP for program year 1990-91 for all regions showing target and expenditure accomplishment.

Greater effort must be exerted by all units to help the Forest Service reach its unsubsidized placement goal. Opportunities for placement in the local community abound; creativity and "partnering" will help.

**Guanda Veney-Fitch**  
Program Manager  
Senior Community Service  
Employment Program, WO

The on-site monitoring guide is an important document for the Department of Labor review. The Department of Labor will make an annual visit to each national sponsor.





## **Partnering HRP's with Recreation**

**Jim Lawrence**

Acting Assistant Director  
Marketing and Motivation,  
Recreation, Cultural Resources, and  
Wilderness Management Staff, WO

The National Recreation Strategy and the President's initiative, "The National Forests—America's Great Outdoors (AGO)," are unique plans for finding creative ways to take advantage of outdoor recreation opportunities on the national forests. There are excellent opportunities for increasing our cooperation and partnerships.

More people are enjoying recreation on our national forests than any other lands in our country. There is a national forest well within a day's drive of most Americans, and we had 1/2 billion visits last year, but few forests have reached their full recreation potential. Many have facilities that are 30 to 60 years old and don't come close to meeting cleanliness, safety, and accessibility standards the public expects. We are working with a resource that is precious, used, sometimes abused, and the scene of allocation conflict—a resource with tremendous potential.

In 1987, the Chief, other Forest Service leaders, and recreation users looked at the recreation picture on the national forests and studied new concepts. They helped develop a strategy for managing recreation on national forests within the context of multiple-use management and identified three principles of the National Recreation Strategy—creating customer satisfaction, forging partnerships, and pursuing excellence.

In 1990, the Forest Service reviewed the recreation picture with other agencies. It showed positive changes, but the areas of facilities management, interpretation, and education needed improvement.

AGO began in FY 1991 with the goal of restoring and improving outdoor recreation opportunities on national forests. AGO emphasizes three areas:

- Improving recreation facilities, recreational fisheries, and wildlife-watching
- Managing National Recreation Areas (NRA's) and other Congressionally-designated special areas
- Providing natural resource interpretation and education.

AGO is to be funded for 4 years at \$625 million, more than our regular program level, with a focus on high-use urban areas.

AGO will result in:

- Showcasing NRA's
- Providing for improved management and protection of wilderness, wild and scenic rivers and other Congressionally designated areas
- Rehabilitating and maintaining trails
- Reducing the accumulating backlog of recreation facility maintenance
- Improving the quality of recreation facilities
- Providing natural resource and cultural resource education and conservation interpretation services
- Improving accessibility for the physically challenged.

We are making significant progress thanks to the multiplying factors of Challenge Cost-Share (CCS) partnerships and HRP contributions.

CCS programs are successful thanks to the creative energy and work of our employees and partners. In 1988, when the CCS was expanded to include recreation, private contributions totaled nearly \$1 million. Our April 1991 newsletter showcases many projects and lists 14 pages of partners. Well, we doubled the contributions and quadrupled the number of partners last fiscal year! this year's April newsletter will show that our partners contributed \$25 million—dollars that resulted in accomplishing Region 10's Ohmer Creek project.

The Volunteer and Touch America Project (TAP) programs accomplished \$22.7 million of recreation work.

Examples:

- Passport in Time, a volunteer program, is environmental education and recreation combined, inviting the public to participate in heritage resource management projects on the national forests.
- Recreational Fisheries

AGO Action Plan Highlights:

#### **Partnerships**

- Establish multifunctional CCS programs
- Encourage and implement training courses
- Implement field reviews and assistance trips
- Reward and publicize integrated project achievements.

Pursuit of excellence—strengthen interpretation and natural resource education

- Work with other programs to incorporate interpretation into their objectives and training
- Give special attention to reaching urban populations
- Fully utilize Recreation Opportunity Spectrum and Visual Resource Management to ensure full consideration of values.

The Key Words (the C words) Associated with Success:

- Communicate
- Collaborate
- Create
- Congratulate
- Cooperate
- Celebrate!
- Commitment
- Champions
- Community.



They lead to doing our very best and achieving results.

Guides for Pursuing Excellence in Recreation Resources Management:

- Do it **RIGHT**
- Do it **FOR THE RIGHT REASON**
- Do it **EFFICIENTLY**
- Do it **WITH STYLE**
- Do it **WITH OTHERS**
- Do it **BETTER THAN ANYONE ELSE.**

We value and appreciate our partnership through the HRP programs. Your contributions are helping the forests meet public expectations. Recreation, HRP, and others are changing the way the Forest Service does business.

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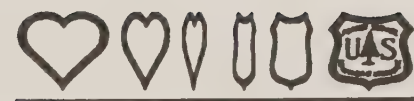
*"The volunteer manager is responsible both for designing the overall puzzle shape and for fitting together the individual pieces that complete the puzzle."*

Don Hansen

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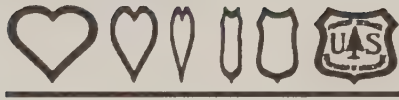




## **Day 2**

# **Interpretation**

**Major Issues**  
**Concurrent Workshops**



## Day 2: Interpretation

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**Major Issues** Rural Development/America the Beautiful  
Al Schacht, Associate Deputy Chief, WO-S&PF

National and Community Service Act (N&CSA)  
Ransom Hughes, Moderator

Ann Harrison-Kravis, NASCC  
Carmen Mazer, R3  
John Irish, R3  
Gene Watson, R4  
Pat McCarthy, R6

Natural Resource Conservation Education Program  
Pam Godsey, WO-S&PF

Student Conservation Assn. (SCA) and Youth  
Conservation Corps (YCC)  
- Marta Kelly  
- David Gross, R-6

### Concurrent Workshops Group 1

How HRP Can Partner  
Vertis Stovall, Moderator

National and Community Service Act  
Pat McCarthy and Nick Guarriello, State of Oregon  
- Rural Development  
Steve Yaddof, S&PF-CF

### Group 2

Natural Resource Conservation Education Program  
Pam Godsey, WO--S&PF

### Group 3

Grants & Agreements Workshop  
Doug Lee, Instructor, WO-P&P

Training Needs Assessment (All programs)  
Fred Nebrig, Facilitator R8/SE,  
Terri Jenkins, Facilitator, WO-HRP  
Wilma Vialpando, R2, Facilitator



Moderator:  
Rocky Solas, R5-HRP

**Rural Development/  
America the Beautiful**

**Al Schacht**  
Associate Deputy Chief  
State and Private Forestry, WO

Rural America needs help today more than ever. The majority of Forest Service employees live, work, and play in rural America. It is our community, both personally and as a public agency.

In 1985, the Food Security Act established the National Commission on Agriculture and Rural Development Policy to provide a broad and long range perspective on U.S. agriculture and rural development policy. Future direction in agriculture policy was presented to the President and Congress in December 1989. A Hard Look at USDA's Rural Development Programs was completed in 1989. The Revitalization Task Force identified what would be needed, without major organizational restructuring, to improve the effectiveness of USDA's contribution to a stronger rural economy.

In 1989, Forest Service Chief Robertson established a National Rural Development Task Force to review our rural development efforts. From this, "A Strategic Plan for the 90's: Working Together for Rural America" was developed to help guide Forest Service efforts in rural development.

The President presented his initiative in rural development in 1990 to improve the employment opportunities, income, and well-being of the Nation's people by strengthening the capacity of rural America to compete in the global economy.

Rural development is the management of human, natural, technical, and financial resources needed to improve living conditions, provide employment opportunities, enrich the cultural life, and enhance the environment of rural America. In the Forest Service, rural development is accomplished through partnerships.

The Chief has provided leadership over the last 2 years to develop our national rural development strategy and build understanding about it throughout the Agency and Department. He encourages its implementation at all deputy and resource areas of the agency.

The Forest Service will provide leadership in working with rural people and communities to develop natural resource-based opportunities and enterprises that contribute to the economic and social vitality of rural communities. The Forest Service can make lasting improvements in rural America by helping people solve their local problems in ways that enhance the quality of the environment in accordance with our existing authorities.

The Forest Service participation in rural development is guided by our policy, the six goals presented in our strategic plan for the nineties and action strategies. The plan lists national action items on which the Agency has been focusing its efforts.

In March 1991, Walter Hill, USDA Office of Under Secretary for Small Community and Rural Development, said, "A single Federal policy is particularly difficult to develop because of the diverse conditions and the diverse issues facing these communities. We need to have a comprehensive approach to rural development and adopt long-term strategies to reach solutions."

Ruth McWilliams of Forest Service Cooperative Forestry said, "We're not taking the approach that quick fixes will help rural America. The Agency has an obligation to provide leadership, but that doesn't mean the Forest Service can do it alone. Working with communities and other agencies as partners, the Forest Service must address social issues such as education and health care in addition to economic concerns."

The success of the Forest Service rural development program depends on the leadership, creativity, and enthusiasm of all employees, particularly those who are and will be working directly with the local communities and those who facilitate the efforts of these field-level employees.

The Rural Economic Development Act of 1990 (Title 23) gives the Forest Service new responsibilities in working with national forest-dependent rural communities. Subtitle G, Rural Revitalization Through Forestry, directs the Secretary of Agriculture, through the Forest Service and other Federal agencies to assist communities in diversifying their local economic bases. Chapter 1 focuses specifically on establishing and implementing educational programs and providing technical assistance. Chapter 2 deals with national forest-dependent rural communities. It charges the Forest Service with helping eligible communities to establish action teams and to work with those teams to develop and implement action plans.

Teamwork is essential. We must rely on each other for assistance and information. We must remain steadfast in our rural development efforts, even when other issues seem to have priority. Rural America needs our sustained efforts over the long run as a local partner. We must honestly know our skills, our roles in the communities, and how our new efforts complement the overall community.



We must be honest in our assessment of whether our collective actions are helping rural America in the direction set by the Chief's Rural Development Strategic Plan and ourselves. Enthusiasm exists throughout the Agency with the redefined value of Forest Service efforts in rural America.

State and Private Forestry is taking the leadership responsibility for rural development very seriously. We stand committed to facilitate linkages within the Forest Service, with other Federal and State agencies, and with the numerous groups and organizations at the community level who ensure a successful self-help rural development program that fits local needs. State and Private Forestry allocated \$15,000 per forest for rural development for FY 1992. Rural development is evolving as we go along. We need to work as a partner and get together.

America's Great Outdoors is part of the America the Beautiful Program and focuses on planting trees to improve our urban forests. We need to do more. There is a strong opportunity to employ people in urban tree care, but we don't have people trained. This is a tremendous opportunity in HRP programs to train and employ.

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*"I'm a people person in the people business."*

Fay Landers

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**National and Community  
Service Act**

**Ann Harrison-Kravis**  
NYC Office of Parks, Recreation, and  
Historic Preservation,  
Albany, New York

The National Association of Service and Conservation Corps (NASCC) is the membership organization of the 75 existing State and local corps and programs around the country. Over the past several years, some of our NASCC members and the Forest Service have joined together to create innovative partnerships that benefit both the young people who participate in them and their communities. Some of these efforts, particularly those that are being proposed under the N&CSA, will be discussed at this conference.

Signed by President Bush in November 1990, the N&CSA is administered by the newly created Commission on National and Community Service, which consists of 21 members appointed by the President and 6 ex officio cabinet members. The commission's strategic vision is to promote the development of a major national community service movement, priority focused, which will provide program funds, training, and technical assistance to States and communities to develop and enhance service opportunities. In FY 1992, \$73 million is available. Funds will be available in four major categories, and applications must go through governors' offices, except for institutions of higher education and recognized Indian tribes, who may apply directly to the commission. The four major programs are:

- **Serve-America:** This year, up to \$16.9 million is available for programs sponsored by schools or community agencies to involve school-aged youth in service to the community. Serve-America supports programs that involve adult volunteers in the schools. Funding will be allocated to States submitting successful applications according to a formula. Funding will be granted on a competitive basis to Indian tribes and to local applicants in States that do not apply.
- **Higher Education Innovative Projects for Community Service:** Higher education institutions and public or private nonprofit agencies working in partnership with those institutions can be awarded up to 60 million. Funds will support student community service projects or teacher training in service-learning methods.
- **American Conservation and Youth Service Corps Programs:** Full-time, year-round, or summer conservation and youth service corps programs can receive up to \$22.5 million. These programs must involve teenagers and young adults who receive job and skill training, living allowances, and scholarships and may also include special corps members, such as senior citizens, who provide special skills to the program. Grants will be made on a competitive basis to States, Indian tribes, and local applicants in States that do not apply.



- **Full-Time and Part-Time National and Community Service Programs:** As many as eight states and Indian tribes may share up to \$22.5 million in 1992 to test national service programs that will engage individuals ages 17 and older in full-time or part-time service. Participants will receive education or housing benefits upon completion of their term of service.

The application process is well underway. States must submit a unified application by March 23. Local entities may apply for funds from the commission for Serve-America and corps programs only if their State did not apply for funding under these categories. While most States have drafted their proposals by this time, it's not too late to get involved. The commission looks at these criteria for quality of program proposal: innovation, replicability, and sustainability. Generally, States receiving funding will award grants to communities to carry out the projects they have proposed in the Serve-America and corps programs. If you do not know who the lead agency is in your State, I can provide that information. The commission hopes to make its award announcement in June, with programs starting in late summer or early fall. The N&CSA provides us with an added fiscal incentive to develop partnerships and linkages within all our communities. We can gain by sharing programs that work and by helping to replicate them. NASCC looks forward to working with the Forest Service as a true partner in building the natural and human resources of the Nation.

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**Carmen Mazer**  
Human Resource Programs  
Coordinator, R-3  
Albuquerque, NM

In New Mexico, Bill 453 passed February 21, 1992, to establish the New Mexico Conservation Corps Program to help with the high youth unemployment and dropout rates. This will be a summer program for 14 to 18-year-olds and year-round for 18 to 25-year-olds. We also have support for a Job Corps Center in New Mexico and are looking at possible sites.

**John Irish**  
Business Management Officer, R-3,  
Mormon Lake Ranger District  
Flagstaff, Arizona

In the early 1980's, the Young Adult Conservation Corps (YACC) program was discontinued and YCC funding was removed. Many attempts to create a new Federal youth corps program failed; however, many States and local communities developed programs. In 1988, with input from the Washington Office, the NASCC, and others, I drafted legislation that resulted in the creation of the Arizona Conservation Corps. The creation, development, and implementation of the Arizona corps was largely the result of the participation of several Forest Service employees.

The Arizona Conservation Corps is a mechanism that brings together many partners from all levels of government and the private sector, and its success depends on multi-funded projects and shared resources. The N&CSA will also be successful when partnerships are made, resources are

With passage of the N&CSA, there is now another great opportunity for the Forest Service to enter into new partnerships with States and local communities, enhance our national forests, and really make a difference in our communities. Get involved! Make things happen!

**Gene Watson**  
Human Resource Programs/  
Coordinator, R-4  
Ogden, Utah

With good contacts and support from State and local officials, we put together a grant proposal and got legislation passed to organize a Utah Conservation Corps to meet the needs of thousands of teenagers who cannot find summer employment. The funding is not complete, but we have \$100,000 the State legislated for trail construction, and a YCC crew can do trail work.

A representative with the State Division of Natural Resources, the state BLM Volunteer Coordinator, and I have been working together to find a sponsor for the State Conservation Corps program. The BLM Coordinator would like to see a year-round program for the State, similar to the California Conservation Corps, with the State providing salaries for the staff, equipment and housing, while the salaries for the enrollees would come from corporate contributions and income from projects. The State representative's role is to "make sure her department does not get stuck with the program."

I would like to see the State develop a program to meet the needs of the thousands of teenagers who cannot find employment during the summer similar to the YCC program we have within the Forest Service.



We currently have legislation in the State authorizing the Extension Service to operate a YCC program; however, funds have not been appropriated to implement the program.

In an effort to locate a sponsor, we contacted the commissioner on higher education, who was supportive and interested but recommended we also work with the superintendent of schools. We met with the superintendent and received a favorable response for a program in 1993.

While we were in the process of working out some details with the education folks, we were contacted by the Private Industry Council of Davis County. They were interested in applying for a national grant for a small YCC program in their county, and, since the State was not submitting a request, they wanted to submit one for them. We assisted them with the development of a program that will be integrated with their JTPA Summer Youth Employment Program. They have five crews of JTPA youth working on community and conservation projects, which will be increased to seven with two YCC enrollees on each crew. We will have two of these crews working on the Davis County portion of the Great Western Trail this summer, Much of which is located on the Salt Lake Ranger District. During the period of time that the crew will be working on the district, we will cover them with a hosted program agreement.

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We are excited to have this small program for 1992 and hope to see the education department come on line with a large program in 1993. Our committee of three will continue to work with them this year in an effort to get started with the program.

**Pat McCarthy**  
Manpower Development  
Specialist, R-6, Portland, Oregon

The Forest Service is involved with Oregon and Washington States to help mitigate the effects of the severe economic downturn in the timber industry while being a vital part of the communities. In conjunction with Oregon and Washington States, with the Forest Service as the lead, we proposed the Northwest Citizens' Service Academy.

The Forest Service will operate the camp, and the schools will develop curriculum. The States have developed and submitted a proposal for a \$3.8 million grant to serve 80 youths in both states. We hope to instill the skills to remain in the community or remain competitive in the job market outside of the area.

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*"HRP work is the highlight to my career. It gives you a chance to make a difference."*

Irving Thomas

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**Natural Resource  
Conservation Education  
Program**

**Pam Godsey**  
State and Private Forestry, WO

On November 16, 1990, the President signed into law the National Environmental Education Act (NEEA), designed to increase public understanding of the natural environment and to advance and develop environmental education and training. The act requires partnership among Federal government agencies, local education institutions, State agencies, nonprofit educational and environmental organizations, and private sector interests.

The Chief, staff, and National Association of State Foresters (NASF) Executive Committee established the Natural Resource Conservation Education Program, jointly sponsored by the Forest Service and the NASF, in February 1991. The program is a lifelong learning experience with structured activities designed to meet specific objectives for selected age groups. The three goals of the program are to increase awareness, knowledge, and appreciation of natural resources; to promote critical thinking skills that enable people to recognize the complexity of resource issues and to make choices within social, political, scientific, and economic realities; and to foster the individual's responsibility to conserve, preserve, and wisely use natural resources.

The Natural Resource Conservation Education Program will build on the unique partnership between the NASF and the Forest Service and will involve education and conservation organizations as partner-consultants. These partner-consultants will take an active role at the national, State, and local levels in assessing needs, developing and implementing innovative programs, and evaluating their effectiveness.

Each State Forester will initiate a coordinated effort of all partners to prepare or approve an existing State Strategic Plan for Natural Resource Conservation Education. The program will complement existing environmental education efforts; strengthen partnerships with environmental education and resource management organizations; provide local coordination through the active involvement of the State and regional foresters and key partners; and utilize trained personnel.



The program will serve both urban and rural populations, be multilingual, serve the needs of a culturally diverse Nation, incorporate the needs of differently-abled audience members, and focus on six age groups:

- Preschoolers (3- to 4-year-olds)
- Kindergartners through second graders (5- to 7-year-olds)
- Third through fifth graders (8- to 11-year-olds)
- Sixth through eighth graders (12- to 14-year-olds)
- Young adults (14- to 18-year-olds)
- Adults (above 18 years old)

The program will use partnerships to complement and enhance existing conservation education efforts, while recognizing and encouraging innovation.

**Student Conservation Association (SCA) and Youth Conservation Corps**

**Marta Kelly**  
National Director of Career  
Conservation Development  
Program, Student  
Conservation Association  
Arlington, VA

The Student Conservation Association (SCA), which began in 1957, is the Nation's largest provider of full-time volunteers to assist with vital conservation tasks. Its goals are to:

- Offer educational opportunities for volunteers to pursue career and personal goals through public service in conservation
- Assist in the accomplishment of important conservation tasks through volunteer involvement
- Provide conservation career development and leadership training for youth from all socioeconomic backgrounds
- Foster a commitment to volunteerism.

Each year, SCA places more than 450 high school students and 1,000 adult volunteers in its programs, which are funded jointly by SCA and the agencies that offer the positions. The Conservation Career Development Program (CCDP) was founded by SCA in 1990 and provides necessary fellowships and conservation leadership training primarily for minorities and women but not exclusive of others. This year-round program serves high school and college participants seeking field experience, training, mentoring, and higher education in the conservation fields. It also assists participants in securing permanent positions with conservation agencies and organizations.

The CCDP is possible because of a growing, committed number of partners, and, through combined resources and cost-sharing, we are able to provide opportunities for youth to gain skills while making meaningful contributions to their communities and conservation.

The CCDP can make up to a 6-year commitment with students and seeks a variety of funding through partnerships. SCA can help provide students for career camp, provide technical support and training, and help local supervisors to promote diversity. The Forest Service needs to provide opportunities for students to attend training, hear speakers, and help form partnerships.

We're looking for students not going to jail, but not going to Yale.

The YCC program at Camp Cody started in 1974 and operated as a 7-day residential program through 1980. The program was reactivated in 1987 and has since operated as a 5-day residential program. The objectives of the YCC program are to:

- Provide gainful employment for youths age 15 to 18 from all social and economic backgrounds
- Accomplish needed conservation work on public lands
- Develop an understanding and appreciation in participating youth of the Nation's natural environment and heritage.

Funding for operation of the camp has come from a partnership between the Forest Service and other agencies and groups who either have a desire to put young people to work during the summer or have land to manage. A variety of State, county, local, and municipal governmental entities, as well as a few private companies, have been approached over the years. These 30 or more contacts have resulted in several partners.

The program provides employment for approximately 34 to 56 enrollees for 8 weeks during the summer, with the number of youth served dependent on the funding available for camp operation. Enrollees are:

- Selected by random drawing
- Male or female
- Paid minimum wage for a 40-hour week
- Provided transportation to and from camp from central locations within the recruitment area
- Able to earn high school credit upon completion of the program.

Work involves a variety of natural resource management activities, such as wildlife habitat enhancement work, fence building, trail construction and maintenance, building maintenance, tree thinning, campground maintenance, noxious weed control, and reforestation activities. Work crews are generally made up of eight enrollees and an adult supervisor.

A staff person is responsible for environmental education, and daily operation has been a contractor's responsibility. Program costs for 1992 will be \$3,600 per enrollee.

The YCC program at Camp Cody benefits many, and partnerships pay rewards in many ways.



**Concurrent/Repeating Workshops**

**Group 1:**

**How HRP Can Partner**

**Vertis Stovall**  
HRP-WO, Moderator

**Pat McCarthy**  
Manpower Development Specialist, R-6

**Nick Guarriello**  
Special Programs Manager,  
Employment Division  
State of Oregon

The N&CSA authorized block grant funding to States to conduct a number of service corps, volunteer, and higher education demonstration projects. In November of 1990, Oregon and Washington State representatives began discussions with Region 6 Forest Service personnel to explore developing a service corps program under the act. The States wished to target adversely impacted timber-dependent communities and sought Forest Service support and involvement as a potential host for the program in southwest Oregon, the Columbia Gorge, and the Olympic Peninsula. Planning began the next month, and the result is a grant proposal for the Northwest Citizens' Service Academy. HRP has played a significant part in putting together the joint proposal (Forest Service, Oregon, and Washington), has facilitated meetings, and will submit the proposal on March 23, 1992. Our Pacific Northwest strategy is to provide low key assistance to communities facing severe economic impacts in the timber industry, not as the dominant force but as a partner with the community.

If the two States receive the grants, they will in turn contract with the Western Rural Development Center (WRDC) at Oregon State University to administer the program and will then contract with agencies, including the Forest Service, to implement the program at the three sites. One site will be a residential camp administered by the Forest Service at former YACC facilities on the Adams Ranger District, Gifford Pinchot National Forest, near Trout Lake, Washington, with participants working on both sides of the Columbia River on public and nonpublic lands. Enrollees will work a 40-hour week year-round and will be given a stipend (not wages) of \$100 per week. Senior citizens will serve as mentors. The other two nonresidential sites will be in Roseburg, Oregon, and Forks, Washington, with community work done, administered by nonprofit organizations with the Forest Service as host. Each site will serve 40 adults (18 years old and older). Enrollees will develop leadership skills and work-education skills through planning and performing service projects on public lands while also pursuing academic curricula. Grant funding of approximately \$3.8 million is being requested to fund the program for 3 years.

Youth will be tested and must make a commitment to enter the program. A child day care center at the residential camp site will accommodate the needs of participants with children, and special educational opportunities will be provided to participants at the residential camp to more effectively use their leisure hours. Evaluation of the program is built into the proposal.

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***"The people part of the Forest Service is in the field."***

Katherine Allen

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## **Rural Development, Proposal Abstract—Key Items: How to Write a Grant Proposal**

**Steve Yaddof**

Rural Development Specialist, State and  
Private Forestry, Coop Forestry, WO

- What problem or need does the proposal address?
- What is the purpose of the project?
- Who will it serve?
- What methods/activities will you employ?
- Who will carry out the project?
- Where will the project take place?
- What is the timeframe?
- What are your special qualifications?
- How much will the project cost?
- What are the benefits of the project?

### **Complaints**

- Methods not tied to objectives
- Lack of evaluation
- Lack of time table and detail
- Time table not realistic
- Doesn't relate to other projects.

### **Personal Pitfalls of Grant Seeking**

- You pursue funder that everybody knows about.
- You don't tailor your proposals for each funder.
- You are rejected and give up.
- You don't pursue obvious funds.
- Your written proposal doesn't reflect what you know.
- You stop seeking other grants/funds once you are funded.
- You don't systematically search out potential funders from public, foundations, and corporate sources.
- You don't thoroughly do your homework on each potential funder.
- You don't cultivate personal contacts with funders.
- You don't gather, read, and use the numerous written resources on grant prep.
- You take rejection personally and neglect to cultivate a relationship with a funder.
- When a funder rejects your request, you don't talk with the funder to find out why.
- You don't keep the funder apprised of your progress.
- You don't develop a grant writing.
- Plan and thus you'll "burn out."
- You miss "impossible" deadlines or submit proposals that are not up to your capacities or standards.

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***"If you need help, just ask."***

Jim Everage

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### Evaluating Funding Proposals

- Significance of the project
- Quality of the proposal
- Qualifications of the personnel
- Adequacy of facilities/arrangements for the project
- Practicality of the budget.

### Developing A Funding Strategy

#### Funding sources/methods include:

- Public monies (Federal, State, and local)
- Foundations (national and local)
- Corporations (national and local).

### **National Resource Conservation Education Program (NRCEP)**

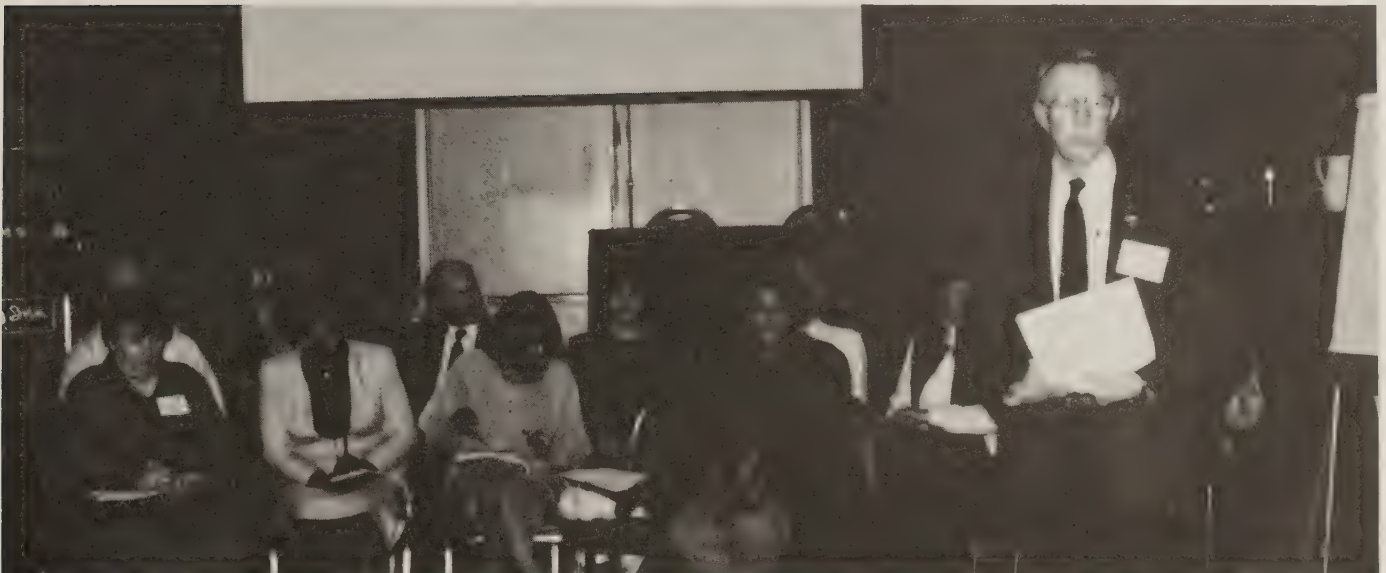
**Pam Godsey**

State and Private Forestry, WO

The National Resource Conservation Education Program has been in existence less than a year, and a task force has developed the curriculum for grades K-12. We have a national partnership with Boy Scouts and Girl Scouts of America, and seven agencies are involved.

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- TRAIL Boss is a leadership program for youth leaders where they are trained to do conservation projects.
- We have a memorandum of understanding with the Girl Scouts of America for their wider opportunity program which involves Girl Scouts 13- to 18-years-old. We're providing \$20,000 per year to national forests for this Senior Girl Scout program.
- The National Council of Catholic Women signed an agreement in October 1991 to provide a mechanism for volunteer efforts in conservation and environmental education and to do environmental projects.
- We have begun exploring a partnership with George Washington University for support of education of mainly minority students and then to have these students provide environmental education to kids in their communities.





**Group 2**  
**Grants & Agreements Workshop**

**Doug Lee**  
Instructor, Branch Chief,  
Procurement Activities, WO

Selection of appropriate instrument was discussed. Contracts are used where goods and services are acquired for our direct benefit. Grants and cooperative agreements are used where appropriate authority exists to support or stimulate others' activities for the public good (no deliverables are contemplated). Partnerships take on the characteristics of both.

This session was geared mostly towards discussion of partnerships. There are many examples of partnerships throughout the Forest Service. Many of these relationships, which were previously termed cooperative efforts, are now recognized as partnerships. Partnerships must have voluntary participation, mutual interest, benefits without monetary benefit, and contributions by the parties and may not create conflicts of interest. Partnerships may be formed in situations where the partner(s) wishes to contribute/donate directly to the Forest Service or where they provide for their share of the project work. Prior to matching a contemplated partnership to an appropriate agreement, a partnership base must exist, i.e., the fundamental relationship between the parties must be determined. Guidelines to be considered include appropriation use, legal authority, gifts (interested party issue), strawman setup (are we doing something indirectly through another party that we are forbidden to do directly), and consistency with the Forest Service plan.

Discussions covered abuse of partnerships and recommendations of the task force that was formed to study partnership problems. We acknowledged that partnerships are not a way to circumvent hiring or procurement requirements.

**Group 3**  
**Training Needs Assessment**  
(All Programs)

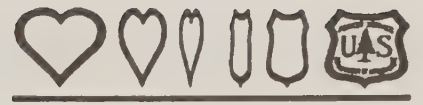
**Fred Nebrig**  
Director, Human Resource Programs,  
National Forests in North Carolina  
and Southeastern Forest Experiment  
Station, R-8

This session was charged with the responsibility of working with attendees from regions, stations and areas to assess all HRP needs. The three workshops focused primarily on how to strengthen the management and delivery of HRP programs.

The facilitators will develop training recommendations, by order of importance, for all levels of the organization.

**Terri Jenkins**  
Program Assistant  
Human Resource Programs, WO

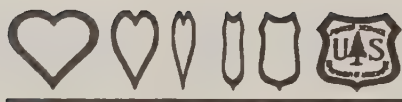
**Wilma Vialpando**  
Manpower Development  
Specialist, R-2  
Denver, Colorado



# **Day 3**

## **Empowerment**

**Workforce Diversity**  
**Volunteers in the National Forest**  
**Open Space Session**  
**Closing Remarks**



## Day 3: Empowerment

### People Initiatives/Workforce Diversity Outreach

- Workforce Diversity** Fay Landers, Moderator
- Natural Resource Career Camps  
Dave Rhodes, R8
  - Historically Black Colleges/ Universities (HBCU)  
Glen Blankenship, WO-CR
  - The Environmental Careers Organization  
Kevin Doyle, Gen. Mgr., ECO

- Volunteers in the National Forests** Volunteers in the National Forests  
Don Hansen, Moderator

Volunteer Service Agreements  
Deanna Cutler, WO-F&PS

Individual Liability for Managers  
DiAna Smith, WO-F&PS

Volunteer Partnerships  
Luana Kitchens, R8

International Volunteers  
Al Hall, WO-IF  
Drinda Lombardi, R6

Volunteers Program Recognition (National and Local)  
Don Hansen WO-HRP

Nonmonetary Awards and Incidental Expenses  
Ainsie Lee, R2

- Volunteer Training & Skills Programs
- Colorado State University  
Gene Watson, R4
  - TRAIL Boss  
Don Hansen

- Open Space Session** Kick-off Remarks (Empowerment and Quality)  
Clair Beasley, Deputy Regional Forester, R4

Develop Agenda for Open Space  
Anne Stadler  
Anne Stadler & Associates

Reconvene/Wrap-up  
Anne Stadler

- Closing Remarks** Katherine Allen

The Final Word  
Williburn See



Moderator:  
**Jim Everage**  
R-8-HRP

**People Initiatives/  
Workforce Diversity  
Outreach**

**Fay Landers**  
Associate Deputy Chief  
for Administration, WO,  
Moderator

- Lamar Beasley is responsible for the multicultural initiative, and you need to read the task force report. "Toward a Multicultural Organization" is our strategic plan which covers six points. We need everyone's help to make this a success.
- The Civil Rights Branch has separated from Personnel and Civil Rights, and Betty Culmer is the new head.
- The Senior Executive Service will select 20 USDA people.
- Mike Parks is handling the People with Disabilities Program now.
- New folks have been appointed to the WO management team.

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**Natural Resource History  
Career Camps**

**Dave Rhodes**  
District Ranger  
Deerfield Ranger District,  
George Washington  
National Forest  
Staunton, Virginia

- Designed to meet multicultural needs of the Forest Service of the future
- Based on premises of Workforce 2000
- Housed on district utilizing existing facilities
- Began 7 years ago basically as a "hip pocket" project
- Seems to be the initial project service-wide and definitely in Region 8.

**Recruitment**

- Reaching out to all 13 States (on the East Coast) and Puerto Rico
- Working through school counselors; science, agriculture, or vocational teachers; and will eagerly take information from scouts, churches, or other youth groups
- Working in a five-state area in cooperation with three other similar camps trained by the George Washington National Forest trained.
- Recruiting high school youths, of both sexes and all ethnic groups, ages 15 and above.
- Pointedly recruited the best students, knowing that advanced education will be a necessity for the future.

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***"More people are enjoying recreation on our national forests than any other lands in our country."***

Jim Lawrence

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### Organization

- Residential for 2 weeks
- All expenses paid, transportation from portal to portal
- Camp staff lead by Forest Service person familiar with requirements, safety, purchasing, programming, etc.
- 30-student capacity in the existing facilities
- One staff member is highly-trained EMT (Emergency Medical Technician), a “must have” qualification for this caliber of training.
- All work leaders and counselors are professional teachers, trained psychologists, or counselors who normally work in the local school system.
- Services of the staff are covered under personal services contract.
- Cook is paid for his cooking skill. All food items are purchased by the Forest Service.

### Programming

- Program is intensive immersion in natural resources.
- Little spare time is available for youthful energy to get them into trouble or hurt.
- Normally, a practicing professional gives a morning program, then the students go to the field and use the information in project accomplishment, a show-and-tell philosophy.
- Supporting professionals have come from anywhere I could find them to make presentations.
- Professionals who cannot make a good, professional presentation or who are extremely boring are not asked back for subsequent years. We put our best foot forward to show excellent role models.
- As many disciplines as possible within the wide range of the Forest Service work needs are explored and illustrated during the camp. We want the students to see that we are not just cutting pulpwood or sitting in a fire tower. We are a very scientific and businesslike organization that can have significant impact on a community or individual(s) in a career.
- The entire district staff is involved in the planning and implementation of the 2-week program. Forestry technicians often lead and instruct students during the weeks of actual field time.
- A full-time person is necessary to do the lead work in preparation for all this. Time is short; program is intense.

### Tracking

- A daily and final evaluation of each student is kept by each staff person to determine the possibility of future placement.
- We maintain records on students for about 5 years.
- Individual ranger districts or forests are contacted later to advise of the possibility of prime candidates for placement.
- Students who follow through with academic accomplishments and desire have the possibility of entering a college co-op program and could fill future full-time positions with the Forest Service upon graduation.

### Funding

- Region 8 and the George Washington National Forest have the commitment to multicultural organization to finance the camp effort. My instructions as ranger continue to be, "Conduct a first class operation."

### General:

- Takes time and money commitment from many, especially the leader but also the region and forest.
- Program is a long-term investment. Don't expect immediate results.
- Stay flexible, creative, energetic.
- Had 300 applications for 30 slots; may have 400 applications this year.
- Education, not production, is the focus.
- Challenge and excite young people about natural resource careers. From this, we are building our leaders of tomorrow.
- If interested, call me at 703/885-8028 or write DG: D.Rhodes:R08F08D01A.

### Historically Black Colleges / Universities

**Glen Blankenship**  
Program Manager  
HBCU, WO

- "1890" refers to key pieces of legislation that passed in 1890 that established land grant institutions throughout the country (Morrill Act of 1890). There are 17, most in Region 8.
- HBCU program has special relationship with USDA, with 17 USDA liaison officers. Forest Service is the leading organization in USDA working with 1890 HBCU. Work with Tuskegee University started in 1968 developed pre-forestry program.
- Two issues emerged from symposium:
  - (1) Establishment of Centers of Excellence
  - (2) USDA 1890 initiative—summer intern program and others that reach out to different minorities.



**Environmental  
Careers Organization**

**Kevin Doyle  
Gen. Mgr. ECO**

The Environmental Careers Organization (ECO) is a national nonprofit organization dedicated to improving the supply of professionals in environmental fields. Since 1972, it has helped hundreds of corporations, consulting firms, government agencies, and nonprofit organizations complete important environmental projects.

ECO's services include:

- Environmental Placement Services: Placed more than 4,000 entry level professionals and students in short-term environmental jobs at corporations, consulting firms, government agencies, and nonprofit groups.
- Environmental Career Services: Produces conferences, publications, workshops, and provides career advice.
- The Minority Environmental Summer Associate Program is an initiative of ECO to increase the number of -women and minorities in the conservation and environmental field.
  - Students are nominated by Historically Black Colleges and Universities; Hispanic Association of Colleges; tribal universities and colleges; and numerous institutions with strong environmental and conservation programs. Nominations are based on academic achievement and interest in environmental careers.
  - Through our cooperative agreement with the Forest Service, signed in May 1991, agency staff may request applicants for summer work in a variety of disciplines. There is no obligation to ECO unless the Forest Service selects one of the two to seven candidates whose materials are sent for the project described. If no candidates are available, ECO will inform the Forest Service as soon as possible. If the Forest Service selects an associate, that person will be an employee of ECO, not the Forest Service, and that person will not be part of Forest Service FTE limitations. The Forest Service uses ECO on a selective basis, based on need.
  - Associates work on site 40 hours per week.
  - Cost of each associate is covered by the requesting unit. Costs include a weekly stipend (set by the Forest Service), 17 percent assessment for payroll taxes and insurance, up to \$500 in travel costs (on a reimbursable basis), and a program fee of \$1,485. With an average stipend of \$360 per week, the total cost would be \$7,000 per associate.
- ECO offers the Forest Service and other sponsors and associates a select group of specially nominated students of color who are pursuing environmental and conservation degrees.

The ECO's Third Annual National Minority Environmental Career Conference will be held March 21-24, 1992, in Atlanta and will be the cornerstone of ECO's Minority Opportunities Program, a 5-year initiative to increase the number and presence of people of color in environmental professions.

**Volunteers in the National Forests**

Volunteering is one of the most pervasive activities in American society, one which has always been a historical tradition.

**Don Hansen**  
Program Manager  
Volunteers and Touch  
America Project, WO, Moderator

The following statistics on volunteering by adults are from "Giving and Volunteering in the United States, 1990," a survey conducted by the Gallup Organization for the Independent Sector, Washington, DC:

- Volunteerism is at the highest level ever, with 98 million people volunteering, a 23 percent increase over 1987. Volunteers give an average of 4 hours per week, and, in 1989, they contributed 20.5 billion hours of service valued at \$170 billion.
- Baby-boomers volunteer more than any other age group, and there has been a dramatic increase in volunteers between 25 and 44 years old. In 1989, 62 percent of the 25-34 age group volunteered (up from 45 percent in 1987) and 64 percent of those 35-44 (up from 54 percent in 1987).
- The majority are working people. Seventy-two percent of persons who are employed part-time volunteer, an 18 percent increase over the 1987 rate (54 percent). Full-time workers volunteer at a 57 percent rate, compared with 48 percent in 1987. Persons who are not employed volunteer as well but to a lesser extent (45 percent).
- Volunteers give more money to charity. In 1989, the average yearly contribution of volunteers was \$1,022, nearly three times higher than the average contribution of \$357 from nonvolunteers.
- Membership in religious organizations has direct relationship to the proportion of the population that contributes and volunteers. In 1989, 70 percent of respondents reported that they held membership in religious organizations, a significant increase over the 65 percent that reported membership in 1987.
- Married people volunteer more than singles. Forty-seven percent of married persons volunteer compared to 44 percent of single persons.
- Women still tend to volunteer slightly more than men. Fifty-six percent of women volunteered in 1989 compared to 52 percent of men.

- Volunteering by minorities is also on the rise. Volunteering among blacks increased from 28 percent to 38 percent between 1987 and 1989. For the same period volunteering among Hispanics increased from 27 percent to 36 percent.
- The fastest growing pool of volunteer resources is the business community. In the last 5 years, the number of companies that have formalized employee/retiree volunteer programs increased from 600 to 900.
- Volunteer opportunities are more diverse than ever before. Volunteers can choose from a myriad of activities depending upon their interests.
- Volunteers come from all age groups, educational backgrounds, income levels, genders, and types of employment. Everyone is a potential volunteer.
- Probably the biggest change in volunteering in the past 20 years has been a shift towards volunteers who prefer shorter-term commitments with agencies due to more working adults and more organizations with volunteer opportunities. It is necessary to address the volunteers' needs and requirements by offering short-term commitments and greater flexibility in scheduling.
- Motivations for volunteering are:
  - Helping others
  - Improving the community
  - Interest in the work or activity
  - Desire to learn and gain experience
  - Free time available
  - Devoted to the cause
  - Know someone who is involved
  - Religious concerns
- Some volunteer efforts suffer from problems generated by "spontaneous creation," a phenomenon that occurs when an over-enthusiastic administrator learns of the potential of volunteer involvement and assumes that "rounding up" volunteers is a quick and simple process.
- Effective volunteer management is simple in theory but subtle in operation and has all the complexities of basic personnel management as well as complexities of its own. The volunteer manager must consider many factors and make many decisions before seeking volunteers and is responsible both for designing the overall puzzle shape and for fitting together the individual pieces that complete the puzzle.



## Forest Service Volunteer Program

	Number of Volunteers	Person Years	Value of work (\$ Million)
1986	51,720	1,847	23.0
1987	57,299	1,827	23.8
1988	65,060	1,921	25.8
1989	67,356	2,225	29.1
1990	97,227	2,083	30.1
1991	94,585	2,186	33.8

The **Golden Rule** of Volunteer Management is: "Their niceness will let you recruit a volunteer the first time, but only your competence will let you keep them."

### Volunteer Service Agreements

**Deanna Cutler**  
Staff Accountant  
Fiscal & Public Safety, WO

- If volunteer is under 18, need parent/guardian signature
- Not appropriate for children to ride in government vehicle
- Clearly identify and describe specifically so both parties understand what is expected
- Forest Service agrees to reimburse out-of-pocket expenses, but cannot pay wages or stipend. Explain to volunteer what can and cannot be reimbursed, and reimburse out of imprest if possible. Use "Claim for Reimbursement" form.
- Travel away from official station needs an AD-202 and travel voucher. Travel and per diem are same as for other Forest Service employees.
- Line officer should sign volunteer agreements. Provide volunteer copy of agreement.
- When program is completed, bring to a closure.
- Discourage employee from using their personal equipment.
- Don't put firefighters on volunteer program.
- Activity must be advantageous to the Government.
- Don't use SCSEP as volunteer for extra hours.
- Retired Forest Service employees can be volunteers.

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***"If you see what's wrong, and you try to make it right. You will be a Point of Light."***

Point of Light Song

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**Individual Liability for  
Managers (Claims)**

**DiAna Smith**

National Claims Program Manager  
Fiscal and Public Safety, WO

Under the provisions of the Federal Tort Claims Act (FTCA), the USDA “may receive and settle claims against the United States for personal injury, death, or property loss or damage caused the by the negligent or wrongful act or omission of any employee of the Department while acting within the scope of the employee’s office or employment.”

- Volunteers are considered “employees” for the purposes of Tort Claims and compensation for work injuries.
- What is and is not allowed is in the claims section of the handbook.
- Once a Tort Claim is submitted, it is considered, but if it is determined that there is no liability on the part of the Government, the claim will be denied, and the claimant has 6 months within which he/she can file suit.
- This act was passed 45 years ago to protect all Federal employees. In the last decade, Federal employees have been subjected to poor court decisions where judges have been misinterpreting the FTCA and awarding huge settlements for which individual employees were being held liable.
- Congress passed the Federal Employees Liability Reform Act of 1988 to afford greater protection to Federal employees, and it appears to make the Federal Government, as opposed to the Federal employee, the party defendant in many such cases.

Employees should be counseled on claims. The Office of the General Counsel (OGC) complains that our agency is entertaining too many of these claims, and for every 10 received, only 1 is approved for payment. We have more than 400 active claims in the Washington Office. OGC represents the agency, not individuals.

Property is covered only if in use when stolen or damaged. An equipment rental agreement should be used anytime a volunteer uses his/her personal property for the benefit of the Government.

Under the Military Personnel and Civilian Employees Claims Act of 1964, USDA “may settle and pay claims of employees up to \$40,000 for damage to or loss of personal property incident to their service, where possession of such property is determined to be reasonable, useful, or proper under the circumstances.” Employees are not permitted reimbursement for damage to personal vehicle used during Forest Service business when they are already receiving mileage. This act is not intended to serve as a personal property insurance mechanism for Federal employees. Job Corps enrollees and Vista enrollees are not covered.

- Once there is a suit, either against an employee or the United States, notify unit claims officer, and we will work to have the suit removed and/or arrange for Department of Justice (DOJ) representation. There are two criteria which must be met for the DOJ to represent a Federal employee/defendant:

- It must be determined that providing representation would be in the interest of the United States, not necessarily the employee's.
- The employee's actions giving rise to the suit must reasonably appear to have been performed within the scope of his/her Federal employment.
- Our goal is to get all managers to consider the Forest Service's liability when developing a program of work.

### **Volunteer Partnerships**

We have been working with two successful partnerships, one internal, the other external.

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#### **Luana Kitchens**

Manpower Development  
Specialist, R-8  
Chattahoochee-Oconee National  
Forest, Gainesville, Georgia

Internal partnership on the Cohutta Ranger District:

- Looked at users and what we could provide through the volunteer program
- Used media to recruit volunteers, and volunteers gave presentations with testimony to their efforts/enjoyment
- The key to a successful volunteer program is commitment, communication, and innovation.
- The key to keeping our volunteers is our volunteer newsletter; trail maintenance/volunteer orientation workshops; quarterly, joint Forest Service/volunteer backpacking working weekends; Red Cross-sponsored first aid training; and recognition.
- The program is extremely successful, and volunteers do a variety of jobs: 88 active volunteers did 3,000 hours for FY 1991, a 450 percent increase over FY 1990.

External partnership with the Georgia Mountains Archaeological Society

- Founded March 1987 by a group of people with a strong interest in archaeology and understanding and preserving the historic and prehistoric past of the area and in the lives of the Native Americans who once lived here
- Formed and led by our forest archaeologist, they work more than 2,000 hours per year doing excavation, survey, and lab work.



## International Volunteers

**Al Hall**  
International Training Officer,  
International Forestry, WO

**Drinda Lombardi**  
HRP & Volunteer  
Program Manager, R-6

- Members meet monthly at the Forest Service office for programs with guest speakers and fellowship. They attend field excavation projects, laboratory sessions, and field trips to museums and historic/archaeological sites.
- During 1990-91, for 2 weeks each summer, the members participated in and helped host Passport in Time volunteer excavation projects on the Oconee National Forest which helped educate the public about cultural resources on the forest and encouraged public interest and involvement in cultural resources and preserving our past.
- The Forest Service and the Georgia Mountains Archeological Society took a forest need and accomplished it with a volunteer partnership.

## Visas for Volunteers

by Al Hall

I'm not here to get on anyone's case.  
So please don't get on mine.  
Let's strengthen our relation with one another,  
And we'll be doing just fine.

I get calls from too many units,  
About something that needs a "fix."  
It's usually about an international volunteer,  
Who needs an I - A - P - 6 - 6.

Now that's a visa authorization,  
Which is not real hard to get.  
That is, provided you send me the right information,  
And appropriate deadlines have been met.

I'm delighted to share some thoughts with you.  
I will assist any way that I can.  
But in the future I'm dealing with field headquarters.  
I hope you'll try to understand.

We have some guidelines prepared for you.  
They have been sent by DG to all.  
I'd like to work with districts and research projects,  
But that means too many telephone calls.

Let's have a brief discussion,  
To alleviate some international fears.  
We're here to talk about obtaining visas,  
For your international volunteers.

1550/1830 letter, dated February 21, 1992, has latest information and supersedes the 1550 letters, dated May 15 and May 16, 1986.

The J-1 visa can be issued to visitors/volunteers coming to the Forest Service who qualify in the following categories:

- Trainee: usually going to an supervisor's office or district. (Maximum stay is 18 months.)
- Research scholar: usually going to a research station. (Maximum stay is 3 years.)
- Other international visitors : (Maximum stay is 1 year.)

For international visitors/volunteers coming to the Forest Service for more than 21 days:

- **J-1 Visa** - training visa; Form IAP-66 will be issued by International Forestry to authorize the J-1 visa for visits of more than 21 days for the three categories above. Only the International Training Officer can issue for the WO.
- **F-1 Visa** - student visa; authorization issued by an academic institution in the United States for the purpose of participation in an academic program. Do not seek to enroll these as volunteers.
- **B-1 Visa** - tourist visa; obtained before visitor leaves the home country.

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Requests for J-1 visa authorization for international visitors/volunteers should be made on the "Request for Visa Authorization" form 8 weeks prior to the starting date for the visitor's/volunteer's program and should be accompanied by the "Information Needed to Complete the Visa Authorization" (Form IAP-66). Send requests to the International Training Officer, International Forestry, who will send it to the visitor/volunteer, who will present it to the nearest American consular officer to apply for the J-1 visa. International Forestry will notify the requesting unit when the IAP-66 has been authorized and forwarded to the visitor/volunteer.



**Work through HRP coordinators at region/station headquarters** The steps of the international visitor/volunteer IAP-66 process are:

- Letter of inquiry is received from visitor/volunteer.
- Response from unit to potential visitor/volunteer, enclosing forms to be completed by visitor/volunteer for IAP-66
- Visitor/volunteer returns forms to the unit.
- Unit forwards information for IAP-66 on forms via DG to their regional office or station headquarters.
- RO or Station forwards IAP-66 info on DG to International Training Officer, Washington Office.
- International Training Officer initiates IAP-66 and mails with instructions to visitor/volunteer in home country.
- Visitor/volunteer presents IAP-66 to nearest American consular officer and is issued J-1 visa.

Units should not actively seek to enroll anyone on the F-1 or B-1, but subsistence may be provided for visitors/volunteers on both of these visas. All participants in the program should have medical/accident insurance coverage, dismemberment coverage, and coverage for shipping remains back to the home country. Lodging and transportation matters are to be negotiated between the local Forest Service unit and the international visitor/volunteer.

**Contacts with International Forestry should be made through the International Visitor/Volunteer Coordinator at region or station headquarters.** International Forestry will assist field units in making program and itinerary arrangements. Information on insurance, finance, and transportation for participants is available.





Closing Poem  
by Al Hall

People are who we're trying to help.  
Cooperation is the name of the game.  
We must continue getting better at what we do,  
Or things will simply remain the same.

All of us are in the "people business."  
To that extent, all of us care.  
Drinda and I join you in service.  
That's all we have to share.

**Volunteers Program Recognition  
(National and Local)**

The contributions of volunteers are recognized at every opportunity through two kinds of awards:

**Don Hansen**  
Program Manager, Volunteers and  
Touch America Project, WO

- **Volunteers Program National Awards:** Annual, national recognition; has seen some changes; refer to FSM 1835.21 for information on level of awards, nomination criteria, and nomination procedures.
- Submit not more than three nominations in each category from each Region, Station, Area, and WO Staff.
- There are 15 award categories:
  - Individual
  - Sponsored
  - Corporate
  - Campground Host
  - International
  - Youth
  - Forest Service Employee—National Forest System
  - Forest Service Employee—Research
  - Forest Service Employee—State & Private
  - Forest Service Employee—Other
  - Forest Service Unit—National Forest System
  - Forest Service Unit—Research
  - Forest Service Unit—State & Private
  - Forest Service Unit—Other
- Selection process (six deputy areas and Public Affairs Offices)
- Nominations due in Washington Office-HRP by March 10 of this year
- Awardees in the 15 categories normally will receive their awards in conjunction with National Volunteer Week.

- **Volunteers Program Local Recognition Awards:** A draft of this discretionary program to recognize, complement, and support volunteers at designated intervals of time or for special accomplishments was presented to workshop participants for review and comment. Refer to draft FSM 1835.21 for detailed information. After field comments are received, it is proposed that the information be compiled into another draft for review and finalization. The four awards are:

- **Recognition for Completion of Hours —**

Award certificates to individual and groups who have volunteered a specific number of hours: 500, 1,000, 3,000, 5,000, 10,000, 15,000, and 20,000 hours or more. Hours may be accumulated over a period of time. Patches, bars, pins, and rockers shall be issued by local units and purchased from the Washington Office, and awards for 5,000 hours or more shall be forwarded to the Chief for processing.

- **Recognition for Length of Service—**Award length of service pins and certificates of completion in 5-, 10-, 15-, and 20- year increments. Special awards shall be granted in 5-year increments for more than 20 years of volunteer service. Pins will be issued by local Forest Service line officer and purchased from the Washington Office.

- **Certificates of Appreciation —**Units may award volunteers upon completion of their volunteer service, and line officers, at their discretion, may issue more than one for repeated volunteer service.

- **Miscellaneous Articles of Appreciation and Awards —**Line officers may also purchase items to say "Thank you," show appreciation, or award people who make significant contributions to the Forest Service.

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*"This meeting is a good checkpoint to see how we can manage our programs more effectively. We need to insure that our HRP programs are administered in a wise and fair manner where benefits are maximized for the agency and the public as well."*

Robert Erickson

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## Nonmonetary Awards and Incidental Expenses

**Ainsie Lee**  
Manpower Development  
Specialist, R-2  
Lakewood, CO

## Nonmonetary Awards

Awards are a form of recognition, and often the best, easiest, fastest, most appreciated, and effective for of recognition is a simple "Thank You!" Visibility of Forest Service personnel and words of appreciation from the Forest Service are vital.

Forest Service certificates of appreciation are another form of recognition. They are available for individuals (FS 1800-14) and forsponsored groups (FS 1800-15). We strongly urge that they be framed and presented in a formal ceremony.

We also have authority to present nonmonetary service awards which are best utilized for special recognition. If everyone gets the same award, it tends to lessen the recognition and value.

The recently issued "Forest Service Awards Guidebook" provides good ideas. Some of the most valued awards are of local design, often handmade. Use your own ingenuity and imagination; however, the award should have some thing on it that identifies the Forest Service.

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**Monetary awards are defined as a payment for service and are therefore not allowed.**

## Incidental Expenses

The Volunteers Act authorizes us to provide for incidental expenses at our own discretion. It is not mandatory. We are to use good judgment and sound management principles to decide where and how much to provide.

The act lists four examples of incidental expenses that we may provide:

- **Transportation** —We always provide transportation to the work site but rarely to the first official station. A possible exception is when similar volunteer services cannot be obtained more locally or without that cost.

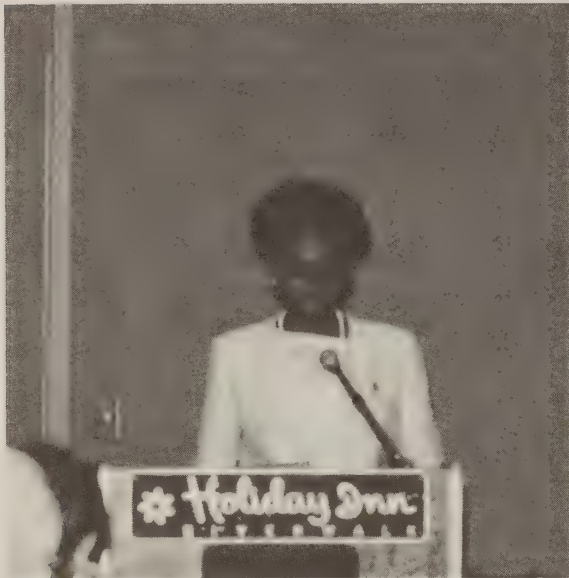
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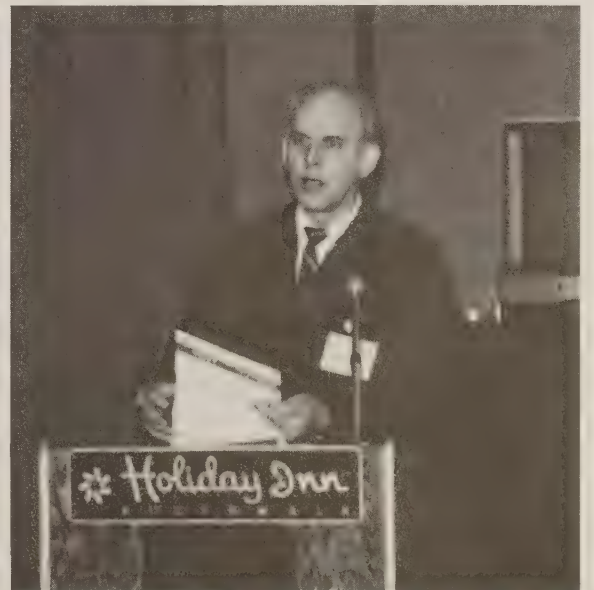
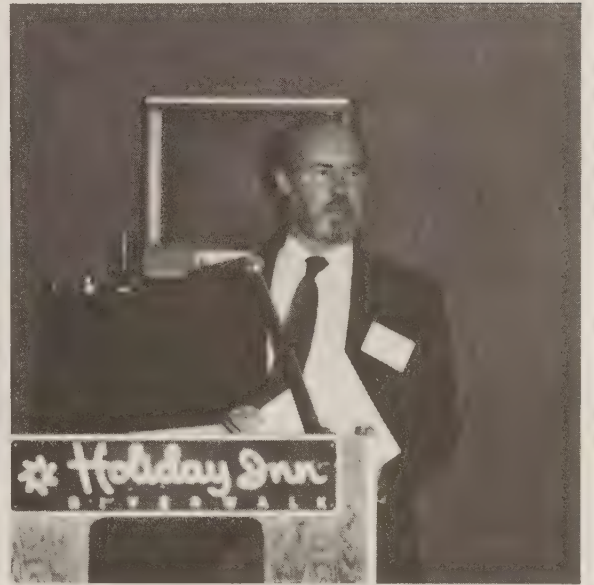
***"The way I keep my battery charged is from the energy I get from all of you."***

Gene Watson

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- **Lodging**—We usually provide lodging for non-local volunteers. If we don't provide it, they won't come.
- **Uniforms**—Use the same guidelines as for employees; see FSM 6100.
- **Subsistence** —The guidelines provide that we may reimburse for actual and necessary costs incurred in conjunction with performing work for the Forest Service. Because procedure is somewhat cumbersome, a fixed rate may be used in lieu of this "actual expense" method. This fixed rate should provide for only those necessary and actual costs which would have been reimbursed under the actual expense method. **It is not a payment for services** and is based on computation and negotiation using a "personal need" criteria. You should document these computations. A quick rule of thumb is to compare the fixed rate with what you pay for groceries. The idea is to "not take any thing out of their pocket to pay for living expenses, but to not put anything extra back in their pocket either". Payment of incidental expenses in excess of a volunteer's needs could be construed as compensation and therefore illegal.

(References for the above are FSM 1833.5 and FSTR (FPMR) 1-1.3 n.)

#### **Volunteer Training & Skills Program**

**Gene Watson**  
Human Resource  
Programs Coordinator, R-4  
Ogden, UT

Recreation Management has some excellent correspondence training courses, administered by the Forest Service through Colorado State University. Dan Williams, correspondence study instructor, is assigned to the Washington Office but located in Fort Collins and keeps the study courses filled with current data as it relates to the Forest Service. One course, "Meeting the Needs of the Recreation Users," course number RR 433/DCE 141, has four teaching units:

- Visitor Behavior
- Providing Quality Service to People
- The Role and Function of the Interpretive Services Program
- Working with Human Resource Programs (previously Working with Volunteers).

The Working with Human Resource Programs unit provides a good overview of each program with specifics of effective volunteer administration. It's a helpful course for district personnel and HRP coordinators and costs \$390 and a \$9.50 book fee.



## **TRAIL Boss (Teaching Resource and Individual Leadership)**

**Don Hansen**  
Program Manager, Volunteers and  
Touch America Project, WO

The mission of TRAIL Boss is to teach volunteer leaders specialized skills for training and leading volunteer crews involved in conservation projects, resulting in environmental education and greater stewardship of cultural and natural resources.

Its goals are to:

- Train volunteer leaders in specialized skills to lead volunteer conservation crews
- Instill environmental ethics into participants, resulting in greater stewardship of natural and cultural resources
- Develop a cadre of trained volunteers that do conservation projects.

Its objectives are to:

- Support existing agency volunteer programs
- Develop the most productive ways to train volunteer leaders.

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TRAIL Boss training gives adults the skills to develop and conduct meaningful conservation or public service projects anywhere in the country. A TRAIL Boss will learn how to fulfill the local needs of specific agencies. While groups in many areas can play an important role in the maintenance and construction of hiking trails, others may be involved in the restoration of cultural landmarks, wetlands, riparian areas, and lakeshores; improving fish spawning areas and constructing nesting boxes; and other valuable environmental efforts.

- The program is a spinoff of the scouting program, and the Boy Scouts of America has adopted TRAIL Boss as a tool to involve their membership of five million youths and adults. The program meets the Aims and Methods of the Boy Scouts of America, and they will be hosting the first national TRAIL Boss training program at Philmont Scout Ranch in New Mexico in 1992. Participating agencies and organizations other than the Forest Service are Bureau of Land Management, U.S. Army Corps of Engineers, U.S. Soil Conservation Service, U.S. Environmental Protection Agency, National Park Service, U.S. Fish and Wildlife Service, Izaak Walton League of America, and Boy Scouts of America.

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***"From this Natural Resource Career Camp program, we are building our leaders of tomorrow."***

Dave Rhodes

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## Empowerment and Quality

## Objectives:

**Clair Beasley**  
Deputy Regional Forester, R-4

- **Quality customer service:** We have an array of customers, including ourselves.
- **Empowerment:** The personal accountability to use your mind; must be in line with the mission, vision, and making strides to deliver in the best way.
- **Life satisfaction :** Work life is a major part of our lives, and we cannot separate it. It's important and critical to feel good about our job; it affects our whole life.

### Develop Agenda for Open Space

**Anne Stadler**  
Consultant, Anne Stadler Associates  
Seattle, WA

Workshop participants are innovators, creative and multiculturally diverse; there has been a lot of networking occurring this week. There is a good mixture of long-time and new Forest Service employees. It's good to hear about talking from the heart and about "folks."

We should make the most of opportunities for partnering.

Think, "What, for me, is the highest and best that could come out of this session this afternoon?"

The four principles of **Open Space** are:

- Whoever comes are the right people.
- Whatever happens is the only thing that could have.
- When it starts is the right time.
- When it's over, it's over.

Open Space ideas include:

- Show up
- Pay attention to what has heart and meaning for you
- Tell the truth
- Expect the unexpected.

**Stand for what you are and what you believe in.**



**Discussion groups addressed  
the following topics:**

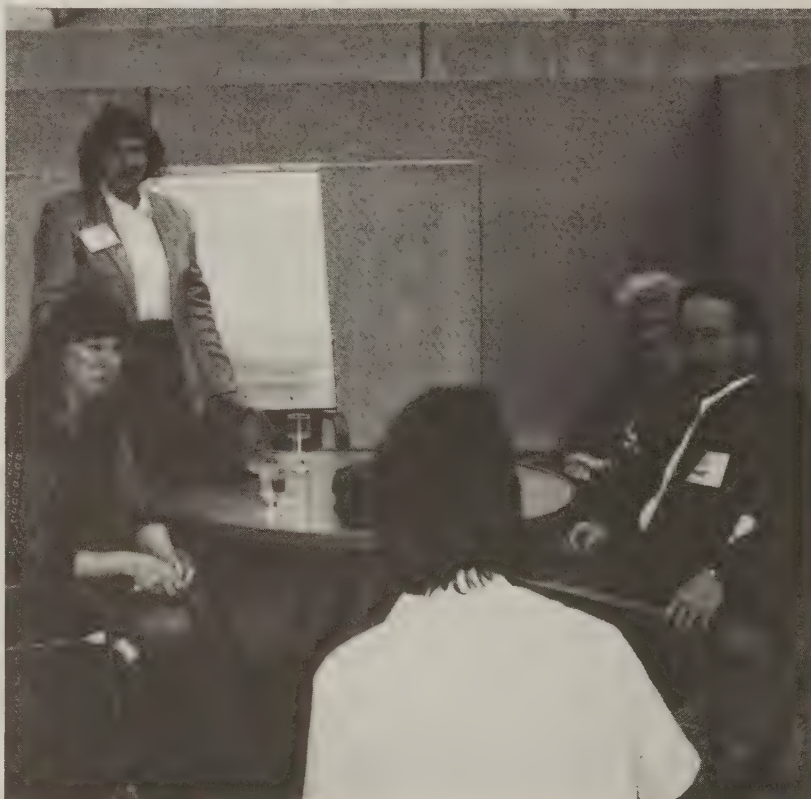
- (1). Norms in the workplace  
Leader: **Orlando Sedillo**
- (2). How to handle background checks for volunteers  
Leader: **Luana Kitchen**
- (3). Annual national or regional Vol Capital Investment Project  
Leader: **Sterling Messer**
- (4). Tech. Transfer  
Leader: **John Irish**
- (5). How can you be all things to all people?  
Leader: **Fred Nebrig**
- (6). Honesty versus hidden agenda  
Leader: **Pat McCarthy**
- (7). Aside from employment, how can we meet the remaining needs of the SCSEP enrollee?  
Leader: **Guanda Veney-Fitch**
- (8). Develop, schedule, and publicize a standard HRP training room criteria plan.  
Leader: **Dale Mance**
- (9). Present and increased utilization of minorities in HRP nationwide  
Leader: **Jovita Luster**
- (10). SCSEP placement  
Leader: **Jim Frey**
- (11). Volunteers recruitment  
Leader: **Gene Watson**
- (12). Tell me what you want from me.  
Leader: **Irving Thomas**
- (13). Honest Recognition  
Leader: **Don Hansen**
- (14). How best to network with nontraditional organizations to improve our delivering of services to the SCSEP enrollee  
Leader: **Guanda Veney-Fitch**
- (15). Data collection process for all of HRP programs  
Leader: **Ransom Hughes**
- (16). How do we establish HRP mgr. types full-time on districts?  
Leader: **Dale Mance**
- (17). How to market HRP's accomplishments in-house and outside.  
Leader: **Ron Greenwald**
- (18). Ongoing funding of programs for the employment of youth.  
Leader: **Jovita Luster**

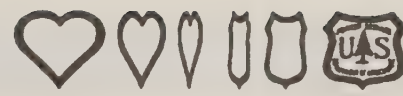


**Closing Remarks** Katherine Allen, Branch Chief, praised HRP staffs, at all organizational levels, for being leaders in multicultural diversity.

The final challenge was for each participant to seize every opportunity to "tell their story." Market your partnering successes in prioritizing volunteer opportunity, work, and training to meet people needs.

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# **Appendix**

**Conference Attendees**

**Presenters**

**Partners**

**Consultants**

**Moderators**

# CONFERENCE PARTICIPANT LIST

Name	Field Location	DG Address
<b>Northern Region (R-1/R01A)</b>		
James Arthur	Missoula, MT (RO)	J.Arthur:R01A
Joseph Crowley	Missoula, MT (RO)	J.Crowley:R01A
Debra Gallegos	Idaho Panhandle NF	D.Gallegos:R01F04A
Carole Meyers	Missoula, MT (RO)	C.Meyers:R01A
<b>Rocky Mountain Region (R-2/R02A)</b>		
Mark Haight	Shoshone NF	M.Hight:R02F14A
Ainsie Lee	Lakewood, CO (RO)	A.Lee:R02A
Shirley McCabe	Rio Grande NF	S.McCabe:R02F09A
Wilma Vialpando	Lakewood, CO (RO)	W.Vialpando:R02A
<b>Southwestern Region (R-3/R03A)</b>		
John Irish	Coconino NF, Mormon Lake RD	J.Irish:R03F04D05A
Dale Mance	Coronado NF, Santa Catalina RD	D.Mance:R03F05D05A
Carmen Mazer	Albuquerque, NM	C.Mazer:R03A
<b>Intermountain Region (R-4/R04A) &amp; Intermountain Station (INT/S22A)</b>		
Clair Beasley	Odgen, UT (RO)	C.Beasley:R04A
Dave Dillard	Targhee NF, Ashton RD	D.Dillard:R04f15D03A
Jim Dunford	Uinta NF	J.Dunford:R04F18A
Dona Heath	Bridger-Teton NF, Buffalo RD	D.Heath:R04F03D03A
Chuck Sorenson	Targhee NF	C.Sorenson:R04F15A
Gene Watson	Ogden, UT (RO)	G.Watson:R04A
<b>Pacific Southwest Region (R-5/R05A)</b>		
Judy Laws	Klamath NF	J.Laws:R05F05A
Paula McCarthy	Klamath NF, Happy Camp RD	P.McCarthy:R05F05D52A
Gail Ryan	San Francisco, CA (RO)	G.Ryan:R05A
Ema Smith	San Francisco, CA (RO)	E.Smith:R05A
Rocky Solas	San Francisco, CA (RO)	R.Solas:R05A
Steve Torres	San Francisco, CA (RO)	S.Torres:R05A
<b>Pacific Northwest Region (R-6/R06A) &amp; Pacific Northwest Station (PNW/R06A)</b>		
Ron Greenwald	Portland, OR (RO)	R.Greenwald:R06A
David Gross	Mt. Hood NF, Barlow RD	D.Gross:R06F06D01A
Drinda Lombardi	Portland, OR (RO)	D.Lombardi:R06A
Pat McCarthy	Portland, OR (RO)	P.McCarthy:R06A
Neil Opsal	Portland, OR (RO)	N.Opsal:R06A
<b>Southern Region (R-8/R08A)</b>		
Tim Bigler	Sam Houston NF, Raven RD	T.Bigler:R08F13D04A
Robert Erickson	Atlanta, GA (RO)	R.Erickson:R08A
James Everage	Atlanta, GA (RO)	J.Everage:R08A
Gay Ippolito	Nat'l Forests/Grasslands, TX	G.Ippolito:R08F13A
Tanya Johnson	Atlanta, GA (RO)	T.Johnson:R08A
Luana Kitchens	Chattahoochee and Oconee NF	L.Kitchens:R08F03A
Glenn McConnell	Nat'l Forests in NC, Cheoah RD	G.McConnell:R08F11A
Sam Mejia	Atlanta, GA (RO)	S.Mejia:R08A
Betty Clardy-Myers	Atlanta, GA (RO)	B.C.MYERS:R08A
Dave Rhodes	George Washington NF, Deerfield RD	D.Rhodes:R08F08D01A
<b>Eastern Region (R-9/R09A)</b>		
Bunny Allen	Milwaukee, WI (RO)	B.Allen:R09A
Jim Frey	Milwaukee, WI (RO)	J.Frey:R09A
Wesley Jones	Allegheny NF	W.Jones:R09F19A
Sterling Messer	White Mountain NF, Pemigewasset RD	S.Messer:R09F22D04A
Dave Shultz	Milwaukee, WI (RO)	D.Schultz:R09A



**Alaska Region (R-10/R10A)**

Jovita Luster

Juneau, AK

J.Luster:R10A

**Rocky Mountain Station (RM/S28A)**

Pat Dillon

Fort Collins, CO

P.Dillon:S28A

Rudy Gutierrez

Fort Collins, CO

R.Gutierrez:S28A

**Southeastern Station (SE/S29A)**

Rebecca Allen

Ashville, NC

R.Allen:S29A

Fred Nebrig

Ashville, NC

F.Nebrig:R08F11A

Patsy Poss

Ashville, NC

P.Poss:S29L02A

**Southern Station (SO/S30)**

Carole Register

New Orleans, LA

C.Register:S30A

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G.Blakenship:W01B

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T.Ferguson:W01B

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A.Hall:W01C

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D.Hansen:W01B

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R.Hines:W01B

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Human Resource Programs

R.Hughes:W01B

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Human Resource Programs

T.Jenkins:W01B

Wendy Jones

Administration

W.Jones:W01B

Fay Landers

Administration

F.Landers:W01B

Jim Lawrence

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J.Lawrence:W01C

Doug Lee

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D.Lee:W01B

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P.McCray:W01B

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A.Schacht:W01C

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O.Sedillo:W01B

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W.See:W01B

DiAna Smith

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D.Smith:W01B

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V.Stovall:W01B

Irving Thomas

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I.Thomas:W01B

Guanda Veney-Fitch

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Rocky Solas, R5  
Jim Everage, R8

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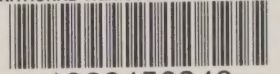
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